



FY 2017-2019 Triennial Performance Audit of Monterey-Salinas Transit (MST)



Submitted to:
Transportation Agency for Monterey County

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Section I

Introduction

California’s Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Transportation Agency for Monterey County (TAMC) engaged Michael Baker International (Michael Baker) to conduct the TDA triennial performance audit of the public transit operators under its jurisdiction in Monterey County. This performance audit is conducted for the Monterey-Salinas Transit District (MST) covering the most recent triennial period, fiscal years (FY) 2016–17 through 2018–19.

The purpose of the performance audit is to evaluate MST’s effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates MST’s compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether MST is meeting the PUC’s reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organizations and their operations that otherwise might not be available. The methodology for the audit included in-person interviews with management via videoconference platform, document collection from MST, data analysis, and review of Board agendas during the audit period.¹ The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide the development and conduct of the audit.

Overview of the Transit System

MST was created on July 1, 2010, pursuant to state Assembly Bill (AB) 644 (The Monterey-Salinas Transit District Act), which established the special district and dissolved the Monterey-Salinas Transit Joint Powers Agency (JPA). The JPA had been created in 1972 and encompassed the cities and communities located on the Monterey Peninsula. In 1981, the JPA was expanded and amended as Monterey-Salinas Transit (MST) when Monterey Peninsula Transit absorbed the Salinas Transit System. The MST Board of Directors comprised eight member jurisdictions between 1981 and June 2010. The newly configured MST encompasses the cities of Gonzales, Greenfield,

¹ Due to the 2020 COVID-19 pandemic, videoconferencing and the review of Board agendas were employed in lieu of on-site observations as part of this audit’s methodology.

King City, Sand City, and Soledad, in addition to the cities and communities served under the former JPA.

Transit Service Area

Monterey County is in the Central Coast region of California and forms the southern portion of Monterey Bay. The county is bordered by San Benito County to the east, San Luis Obispo County to the south, Fresno and Kings Counties to the southeast, and Santa Cruz County to the north. Established in 1850, the county was one of the original counties in California. The county derives its name from Monterey Bay, which was named in honor of the Conde de Monterey (Count of Monterey) by Sebastián Vizcaíno in 1602. Parts of Monterey County were ceded to San Benito County in 1874. Agriculture, education, government services, health care, military operations, and tourism are mainstays of the local economy. Major highways traversing Monterey County include US Highway 101 (US 101) and State Routes (SR) 1, 25, 68, 146, 156, 183, 198, and 218. US 101 is the main north–south highway that runs through the Salinas Valley and connects the county with the Bay Area and San Luis Obispo. SR 1 is the main coastal highway connecting the cities of Carmel-by-the-Sea, Monterey, and Seaside as well as the scenic Big Sur coastline to the south. SR 68 is the main east–west highway connecting Salinas and the Monterey Peninsula. A demographic snapshot of key cities and the county is presented in Table I-1.

**Table I-1
Monterey County Demographics**

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 Years & Older %	2020 State Department of Finance Estimates	Land Area (in square miles)
Carmel-by-the-Sea	3,722	-9.9%	35.68%	3,949	1.08
Del Rey Oaks	1,624	-1.6%	18.97%	1,662	0.48
Gonzales	8,187	+8.6%	5.99%	8,506	1.92
Greenfield	16,330	+29.8%	2.70%	18,284	2.14
King City	12,874	+16.0%	5.90%	14,797	3.85
Marina	19,718	-21.4%	11.38%	22,321	8.88
Monterey	27,810	-6.4%	15.45%	28,170	8.47
Pacific Grove	15,041	-2.8%	21.57%	15,265	2.87
Salinas	150,441	-0.6%	7.48%	162,222	23.18
Sand City	334	+28.0%	2.69%	385	0.56
Seaside	33,025	+4.2%	8.61%	33,537	9.24
Soledad	25,738	+124.8%	4.61%	25,301	4.41
Unincorporated Area	100,213	+0.6%	13.14%	106,744	3,254.87
Total Monterey County	415,057	+3.3%	10.70%	441,143	3,321.95

Source: 2010 US Census, California Department of Finance, 2020 Population Estimates

The city of Salinas is the county seat and largest city. The county and some northern incorporated cities experienced either negative or modest growth between the 2000 and 2010 US Census. The exceptions were the south county cities, with Soledad exhibiting the highest percentage increase in population. The senior citizen population, comprising residents aged 65 and over, is 10.7

percent countywide. The 2020 population for Monterey County is estimated to be 441,143 as reported by the California Department of Finance.

Transit System Characteristics

MST operates local and regional service connected by a series of transit centers with timed connections to help speed travel and provide quick and easy transfers. High-frequency commuter services complement local and neighborhood services. Regional services connect urban areas such as the Monterey Peninsula and Salinas as well as to outlying areas. Regional service also connects areas beyond the county borders, including with the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) transit center in Watsonville and Santa Cruz as well as with Caltrain and Santa Clara Valley Transportation Authority (VTA) buses in Gilroy, Morgan Hill, and San Jose. Relatively new connections are also available for southern Monterey County with other Central Coast cities in San Luis Obispo County, including San Miguel, Paso Robles, and Templeton.

Public transit modes encompass bus rapid transit (BRT), express, fixed route, trolley, shuttle, and Americans with Disabilities Act (ADA) paratransit. The main transit centers are the Marina Transit Exchange, Monterey Transit Plaza, Salinas Transit Center, and the Sand City Station. Transit centers where interline connections take place are Gilroy Caltrain Center, North County Transportation Center, San Jose Diridon Station, Santa Cruz METRO Center and the Watsonville Transit Center. MST has mobility management centers in Monterey and Salinas, which offer travel training and the MST Navigators services in addition to providing customer service and transit connections.

Most routes operate seven days a week with varying service hours based on the mode. Limited holiday service is operated on New Year's Day, Thanksgiving Day, and Christmas Day. Service operated on Martin Luther King Jr. Day, Presidents' Day, Veterans Day (observed), Thanksgiving Friday, Christmas Eve, and New Year's Eve is on the Saturday schedule. Service operated on Memorial Day, Independence Day, and Labor Day follows the Sunday schedule. A sampling of MST services includes the following:

- **MST Trolley:** The MST Trolley operates every 10 to 15 minutes from downtown Monterey and Fisherman's Wharf along Cannery Row to the Monterey Bay Aquarium, providing residents and visitors with convenient connections to parking lots and transit centers. The service runs daily from Memorial Day weekend to Labor Day, and on weekends and holidays the remainder of the year. The MST Trolley is funded through a partnership of the City of Monterey, the Monterey Bay Aquarium, and MST.
- **Bus Rapid Transit (BRT):** MST operates a BRT service between Sand City, Seaside, and Monterey on two bidirectional lines (A & B). The service, called JAZZ, is designed to be a high-frequency service with bus stop and traffic priority amenities that ease passenger boarding and reduce dwell times and trip times through congested corridors. Unique to the service is MST's collaboration with the Monterey Jazz Festival to develop a year-round linear jazz museum that features jazz-themed displays at new custom-designed bus shelters along the route.

- **University/College:** Fixed-route and express-route services are provided to California State University, Monterey Bay (CSUMB), and fixed-route service to Hartnell College in Salinas.
- **Big Sur:** MST operates daily summer service along the Big Sur coast on Line 22, providing one of the most spectacular public transportation journeys in America. Weekend service is offered during the off-season.
- **Grapevine Express:** Daily service connects Monterey with Carmel-by-the-Sea and Carmel Valley on Line 24. A number of wineries and tasting rooms are located within a short distance from the bus stops.
- **Presidio of Monterey:** Fixed-route service is provided in the Presidio of Monterey and to various locations beyond the Presidio. The free Presidio Shuttle also operated within the Presidio. MST reduced transit service to the Presidio of Monterey effective February 8, 2020, including suspending the Presidio Shuttle.² The cuts have decreased transit service to the Presidio by 50 percent.
- **South County connections:** Fixed-route service is offered from Soledad and Fort Hunter-Liggett into San Luis Obispo County. Additional fixed routes serve South County cities with connections going north to Salinas.
- **On-Call:** MST offers On-Call service in the cities of Marina, Gonzales, Greenfield, Soledad, and King City for areas that are best served by demand-response service. Passengers using the On-Call service must phone MST approximately one hour in advance and will then be directed to the closest pickup point. On-Call service has limited time points and provides scheduling flexibility for passengers outside a fixed-route service area.

A summary of MST’s fixed-route service is presented in the appendix.

MST RIDES – ADA Paratransit

MST RIDES provides curb-to-curb paratransit services within 0.75 miles on either side of an MST fixed-route line for those individuals with disabilities who cannot access the regular MST fixed-route service. Service is provided to the Monterey Peninsula, Carmel, Carmel Valley, Salinas, Chualar, Gonzales, Greenfield, Soledad, and King City and to the Watsonville Transit Center.

MST RIDES operates in concert with the service hours and days of operation of the MST fixed-route service. Reservation requests are received until 5:00 p.m. daily for next-day service and can be received up to seven days in advance. Based on vehicle availability, MST RIDES may need to schedule a pickup or drop-off time within an hour of the time requested. There is also a 15-minute “ready window” on either side of the assigned pickup or drop-off time when the RIDES vehicle may

² While the service change occurred beyond the three year audit period, significant operational adjustments during the preceding or successive fiscal year are also identified for performance trend review.

arrive. One registered personal care attendant accompanying a fare-paying passenger may ride free of charge, while other companions must pay full fare and may ride as space is available.

While not part of the ADA paratransit program, additional services are made available to RIDES-certified customers to provide increased opportunities to meet their transportation needs. The MST RIDES Special Transportation (ST) program serves individuals who live beyond the 0.75-mile zone in communities in northern Monterey County as well as in areas between 0.75 and 1 mile of US 101 between Salinas and King City. Beyond King City, the RIDES ST program is available to anyone living within a mile of US 101 as far south as San Ardo, San Lucas, and Bradley. MST RIDES ST is for the purpose of traveling into the ADA service area. Once inside the ADA service area, certified RIDES customers may take full advantage of the RIDES program.

A taxi voucher program is also available for seniors and disabled persons traveling in one of two areas. The voucher program was implemented to provide more mobility options for riders aged 65 years and older or who are certified by MST RIDES. The voucher is valid for a one-way trip originating and ending in the same area. One area includes anywhere within Salinas, and the second area comprises the cities of Carmel, Del Rey Oaks, Marina, Monterey, Pacific Grove, Sand City, and Seaside.

In addition, MST Special Medical Trips service provides out-of-county medical transportation four days per month—two days to San Jose area medical facilities and two days to San Francisco area medical facilities. The program is open to all Monterey County residents. Each trip originates at and return to the Salinas Transit Center.

Fares

Fixed-route fares are based on the length of the route. Routes are categorized into four types: Local, Primary, Regional, and Commuter. MST fixed-route fare media comprise cash and several pass options based on the number of consecutive days utilized. Discounted fares are applicable for the following passenger categories:

- 18 years and under
- 65 years and older
- Individuals with disabilities
- Medicare card holders
- MST RIDES Paratransit Eligibility Card
- Veterans, veteran's spouse/caregiver

Proof of age, an MST Courtesy Card, or a Medicare card is required upon boarding. MST also honors discount courtesy cards issued by other transit systems. Measure Q provides funds for discounted fares, including half-price fares on all MST services for veterans. The current fare structure for MST is summarized in Table I-2.

**Table I-2
MST Fare Schedule**

Fare/Pass Category	Regular	Discount
Local	\$1.50	\$0.75
Primary (base)	\$2.50	\$1.25
Regional	\$3.50	\$1.75
Commuter	\$12.00	\$6.00
Children (maximum 46 inches tall, 3 children per paying adult)	Free	
GoPasses (consecutive days)		
31-Day Super	\$190.00	\$95.00
31-Day Basic	\$95.00	\$47.00
7-Day Super	\$50.00	\$25.00
Day Pass (available onboard)	\$10.00	\$5.00
Summer Youth (June 1–August 31)	\$38.00	

Source: MST

The GoPasses are valid on all MST bus routes. The 31-Day Basic GoPass requires an upcharge for regional and commuter trips, and the Day Pass requires an upcharge for commuter trips. A GoCard is a stored value card that is used like a debit card and requires a \$10 minimum purchase. Fares are automatically deducted from the card balance. Passengers receive an additional 10 percent value each time the card is reloaded. Organizations with at least three riders receive a discount on 31-Day Super and 31-Day Basic GoPasses. GoPasses can be purchased at MST customer service locations, on MST’s website, and at a number of retail outlets throughout the county.

During construction of the Holman Highway Roundabout, reduced bus pricing for residents and employees was offered in affected areas. The reduced pricing was available for the 31-Day Basic GoPasses. Through donations received from its member businesses, the Monterey County Hospitality Association purchased an additional 600 passes to distribute free to its member employees.

The MST RIDES fare structure is based on miles traveled, one way. Ticket books are available and may be purchased from MST customer service locations and by phone, mail, and online. The MST RIDES fare schedule is shown in Table I-3.

**Table I-3
MST RIDES Fare Schedule**

Distance/Fare Media	Fare
One-way, equal to or less than 2.7 miles	\$1.50
One-way, more than 2.7 miles or less than 17 miles	\$2.50
One-way, more than 17 miles	\$3.50
Ticket Books	
Books of 30, \$0.50 tickets	\$15.00
Books of 30, \$1.00 tickets	\$30.00
Books of 10, \$2.50 tickets	\$25.00

Source: MST

Fleet

There were 198 total vehicles in the MST fleet during the audit period as per the FY 2019 National Transit Database. Of that total, 134 were fixed route and 64 were demand response vehicles. The larger fixed-route vehicles are diesel-powered, while the medium-sized fixed-route buses include a combination of diesel and gasoline vehicles. Diesel/electric hybrid vehicles are also part of the fleet of medium-sized vehicles, as is an electric battery-powered bus. All fixed-route vehicles are equipped with lifts or ramps in compliance with the ADA. Table I-4 shows the vehicle fleet information for the MST fixed-route service.

**Table I-4
MST Fixed-Route Transit Fleet**

Year	Make/Model	Quantity	Seating Capacity/ Wheelchair	Fuel Type
2002	Gillig Suburban	3	39/2	Diesel
2002	Gillig Low Floor	11	37/2	Diesel
2003	Optima American Heritage Streetcar	6	27/2	Diesel
2003	Optima American Heritage Streetcar	1	27/2	Electric/Battery
2003	Gillig Low Floor	12	36/2	Diesel
2003	Gillig Suburban	4	39/2	Diesel
2007	Gillig 40' Low Floor	5	36/2	Diesel
2007	Gillig 35' Low Floor	10	35/2	Diesel
2009	MCI Commuter D4500	2	57/2	Diesel
2010	MCI Commuter D4500	1	57/2	Diesel
2011	MCI Commuter D4500	1	57/2	Diesel
2013	Gillig Low Floor	1	38/2	Diesel
2013	AeroElite	3	30/2	Hybrid Diesel
2013	Aerotech	1	18/2	Gasoline
2015	Gillig 40' Low Floor	4	37/2	Diesel
2015	Gillig 35' Low Floor	11	31/2	Diesel
2015	Gillig 40' Low Floor	3	39/2	Diesel
2015	MCI Commuter D4500	2	57/2	Diesel
2015	AeroElite	1	24/2	Gasoline
2015	El Dorado Aerotech	17	18/2	Gasoline
2016	El Dorado Aerotech	1	18/2	Gasoline
2017	Starcraft Allstar	1	16/2	Gasoline
2017	El Dorado Aerotech	3	17/2	Gasoline
2018	Gillig 40' Low Floor	12	37/2	Diesel
2018	Gillig 35' Low Floor	9	30/2	Diesel
2018	Gillig 40' Suburban	5	39/2	Diesel
2019	BYD Electric Bus	2	22/2	Electric

Year	Make/Model	Quantity	Seating Capacity/ Wheelchair	Fuel Type
2019	DKK Mainstreet Trolley	2	27/2	Diesel
Total Fixed Route		134		

Source: Revenue Vehicle Inventory, FY 2019 National Transit Database

MST Paratransit Fleet

MST operates a paratransit fleet of 64 gasoline-powered vehicles. Fleet vehicles vary by type and passenger capacity. All vehicles are wheelchair-accessible with tie-downs in compliance with the ADA. Table I-5 summarizes the paratransit fleet.

**Table I-5
MST Demand Response Fleet**

Year	Make/Model	Quantity	Seating Capacity/ Wheelchair	Fuel Type
2007	Starcraft Allstar	2	10/2	Gasoline
2008	El Dorado Aerotech	1	14/2	Gasoline
2009	El Dorado Aerotech	1	16/2	Gasoline
2010	Starcraft Allstar	6	10/2	Gasoline
2010	Dodge Caravan	3	7/2	Gasoline
2011	El Dorado Aerotech	3	18/2	Gasoline
2012	El Dorado Aerotech	1	10/2	Gasoline
2013	Elkhart EC11	11	16/2	Gasoline
2015	Ford AllStar	8	12/2	Gasoline
2015	El Dorado Aerotech	3	18/2	Gasoline
2016	Starcraft Allstar	5	16/2	Gasoline
2018	Starcraft Allstar	20	10/2	Gasoline
Total Demand Response		64		Gasoline

Source: Revenue Vehicle Inventory, FY 2019 National Transit Database

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of MST’s ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the *Performance Audit Guidebook* to assess transit operators. The guidebook contains a checklist of 11 measures taken from relevant sections of the PUC and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system’s efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator has submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due within seven (7) months after the end of the fiscal year (on or before January 31). The report shall contain underlying data from audited financial statements prepared in accordance with generally accepted accounting principles, if this data is available.	Public Utilities Code, Section 99243	Completion/submittal dates: <i>For MST:</i> FY 2017: January 31, 2018 FY 2018: January 30, 2019 FY 2019: January 13, 2020 <i>For MST RIDES: (Specialized Service)</i> FY 2017: January 31, 2018 FY 2018: January 30, 2019 FY 2019: January 13, 2020 Conclusion: Complied
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	Completion/submittal dates: FY 2017: December 22, 2017 FY 2018: December 21, 2018 FY 2019: December 19, 2019 <i>Source: FY 2017–2019 MST Comprehensive Annual Financial Reports (CAFRs)</i> Conclusion: Complied

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
<p>The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator’s compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator’s terminal.</p>	<p>Public Utilities Code, Section 99251 B</p>	<p>MST and its contract operator, MV Transportation, participate in the California Highway Patrol (CHP) Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p>Inspections were conducted at MST’s facilities located at 19 Upper Ragsdale #200 in Monterey; 4512 Joe Lloyd Way in Marina; and 443 Victor Way in Salinas.</p> <p>Inspection dates applicable to the audit period were May 24, 2017; May 1 and 22-24, 2018; May 19-22 and 26-27, 2019; and June 2, 2020.</p> <p>Inspections were found to be satisfactory.</p> <p>Conclusion: Complied</p>
<p>The operator’s claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.</p>	<p>Public Utilities Code, Section 99261</p>	<p>Since becoming a transit district, MST has received the TDA funds allocated to Monterey County on behalf of its constituent agencies. MST submits annual claims for Local Transportation Funds (LTF) and State Transit Assistance (STA) to TAMC in compliance with the rules and regulations adopted by TAMC. This includes providing supporting</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		documentation and checking off standard assurances. Conclusion: Complied
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Public Utilities Code, Section 99270.1	<p>Since becoming a transit district and expanding its service area into non-urbanized areas by consolidating service in the south county, MST is subject to an intermediate ratio of no less than 15 percent as adopted by TAMC in 2004 by Resolution 2004-19. This revenue ratio is stated in the Financial Highlights section of the MST CAFR and TAMC TDA Guidelines. The farebox ratios for MST were as follows:</p> <p>FY 2017: 28.39% FY 2018: 23.96% FY 2019: 18.22%</p> <p><i>Source: Transit Operators Financial Transactions Report. *The financial audits do not provide a calculation of farebox recovery.</i></p> <p>*Note: An audited farebox recovery calculation is typically included in the audited financial statements of the transit operator. MST’s annual financial audits prepared during the audit period do not contain a calculation of farebox recovery. With implementation of State Senate Bill (SB) 508, specific adjustments could be</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		made to enhance the transit farebox ratio, including the inclusion of local support revenues, exclusions of certain operating costs, and exemptions for new services. Conclusion: Complied
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	Percentage increase in the MST operating budget: FY 2017: +6.7% FY 2018: +6.8% FY 2019: +6.5% <i>Source: FY 2016–2019 MST Annual Budgets</i> Conclusion: Complied
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	MST’s definition of performance is consistent with PUC Section 99247. Conclusion: Complied
If the operator serves an urbanized area, it has maintained a ratio of fare	Public Utilities Code, Sections 99268.2,	MST is subject to the intermediate ratio for operators that serve both

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	99268.3, 99268.12, 99270.1	urbanized and non-urbanized areas. Conclusion: Not applicable
If the operator serves a rural area, or provides exclusive services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	MST is subject to the intermediate ratio for operators that serve both urbanized and non-urbanized areas. Conclusion: Not applicable
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	MST contributes toward its employees’ retirement through the California Public Employees’ Retirement System (CalPERS) based on the 2% @ 55 formula. Employees are required to contribute 7 percent of covered salary to CalPERS. Contractual employees’ retirement is provided through a 401(k) retirement savings plan. Conclusion: Complied
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	MST receives STA funds and makes full use of federal funds that are available to the district as reported in the federal National Transit Database reports:

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		FY 2017: Operations: \$8,726,334 Capital: \$93,770 FY 2018: Operations: \$9,272,663 Capital: \$5,989,536 FY 2019: Operations: \$9,842,643 Capital: \$1,504,796 <i>Source: National Transit Database</i> Conclusion: Complied

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to MST, the operator fully complied with all nine applicable requirements. Two compliance requirements did not apply to the operator (i.e., exclusive urbanized and rural farebox recovery ratios).
2. MST is subject to a 15 percent system-wide farebox standard pursuant to rules and regulations adopted by TAMC through resolution. During the audit period, MST exceeded the standard and attained a system-wide ratio of 28.39 percent in FY 2017, 23.96 percent in FY 2018, and 18.22 percent in FY 2019. The average farebox ratio during the period was 23.52 percent.
3. Both MST and its contract operator, MV Transportation, participate in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. The operating budgets for MST exhibited modest fluctuations during the audit period and did not increase by more than 15 percent over the prior year. The FY 2017 operating budget increased 6.7 percent, followed by increases of 6.8 percent and 6.5 percent in FY 2018 and FY 2019, respectively. The passage of Measure Q, a new dedicated sales tax for MST, added to the budget revenues. The budget is divided by two service centers: fixed-route bus and public paratransit services. Each service center is balanced in terms of revenues and costs. MST also created a reserve account with a target 15 percent of total expenses that is funded.

Section III

Prior Triennial Performance Recommendations

MST's efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of its efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

Prior Recommendation 1

Provide calculation of farebox recovery in the annual financial audit.

Background: An audited farebox recovery calculation is typically included in the financial statements of the transit operator. With implementation of State SB 508, specific adjustments could be made to the transit farebox ratio, including the inclusion of local support revenues and exemptions for new services. Given that the TAMC-adopted farebox ratio for MST is system-wide, the audited farebox calculation should be derived for the entire service, although farebox recovery by mode (fixed route and dial-a-ride) can also be determined. The audited farebox ratio provides an official performance standard which MST is required to meet to remain eligible for TDA funds.

Actions taken by MST

In a written response to TAMC dated July 5, 2017, MST indicated that it had informed its financial auditors of this recommendation to include a calculation of the farebox recovery in its Comprehensive Annual Financial Report (CAFR) beginning with the FY 2017 report. CAFRs prepared and adopted during the audit period, FY 2017 through FY 2019, however, do not include a specific farebox recovery calculation analysis section. The CAFRs only include a statement about the farebox recovery. With the recent inclusion of local support revenues, such as Measure Q, such a calculation would be an instructive measure of performance and show more transparency in the ratio's determination.

Conclusion

This recommendation has not been implemented and is being carried forward in this audit for full implementation.

Prior Recommendation 2

Work with TAMC to apply State Transit Assistance (STA) operating qualifying criteria.

Background: MST applies STA funds toward operational expenses. Current state law reinstates the operator qualifying criteria to determine the amount of STA that could be used for operations.³ MST should work with TAMC to conduct the two-pronged qualifying calculation using audited operating costs and revenue service hours, and make required adjustments, if any, to MST's funding eligibility. A sliding scale is now used to reduce operating funding eligibility if the operator does not meet the qualifying criteria, as provided through SB 508. The calculation should be conducted as part of the annual financial audit or completed by MST staff, and included in MST's TDA claim submittal to TAMC so that the appropriate allocations of STA are made. MST will also be able to budget for the proper amount of STA for operations.

Actions taken by MST

Per SB 508 guidelines for calculating and applying STA operating funds, MST started providing all required financial and operating cost per hour statistics to TAMC on an annual basis. MST has requested that TAMC staff apply STA operating qualifying criteria, including the application of relevant Consumer Price Index rates, to determine the amount of STA that may be applied toward MST's operating and capital budgets.

Conclusion

This recommendation has been implemented.

Prior Recommendation 3

Address increasing rates of MST RIDES no-shows and late cancellations.

Background: The prior audit noted that increases in no-shows and late cancellations on MST RIDES grew more rapidly compared to gains in ridership. As a result, the percentage of no-shows relative to the number of passengers has risen and exceeded general industry performance standards for no-show rates. An increase in reservation requests from current and new customers occurred, including from adult daycare health centers. To help with appointment reminders, MST implements the interactive voice response telephone system that automatically places a telephone call the night before the passenger's trip. In addition to this device, MST should continue working with its customers and their caregivers to educate and train them in using the transit service. This may include dedicating mobility management resources such as from the MST Navigators program to work closely with these riders. While enforcement of the adopted no-show policy is an option, it was suggested that the process be reviewed for its applicability and used discretely as another tool in improving no-show rates.

Actions taken by MST

In response to this recommendation, MST staff identified two potential factors contributing to the increased rate of RIDES no-shows and late cancellations: 1) technical issues with MST's Trapeze

³ Public Utilities Code Section 99314.6

scheduling system; and 2) an overall increase in MST RIDES customers, many of whom use RIDES paratransit services for dialysis appointments.

MST has taken a three-pronged approach to address this recommendation: 1) MST is working with its Information Technology Department to address known technical issues in the Trapeze system and follow up by monitoring the rate of no-shows and late cancellations for improvements; 2) MST has requested its mobility staff to educate RIDES customers more effectively on their responsibility to comply with no-show and cancellation policies; and 3) MST has required its contractor, MV Transportation, Inc., to maintain consistency in enforcing the penalties for customers who have records of habitual no-shows and late cancellations.

MST recognizes that its dialysis customers experience negative side effects immediately following their dialysis appointments, which frequently cause them to miss their return trip pickup windows. MST has made a commitment to find possible remedies to this problem.

Conclusion

This recommendation has been implemented.

Section IV

TDA Performance Indicators

This section reviews MST’s performance in providing transit service to the community in an efficient and effective manner. The TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox recovery ratio is not one of the five specific indicators but is a requirement for continued TDA funding. Therefore, farebox calculation is also included. Two additional performance indicators—operating cost per mile and average fare per passenger—are also included. Findings from the analysis are contained in the section following the tables.

Tables IV-1 through IV-3 provide the performance indicators for MST system-wide, fixed-route, and MST RIDES paratransit. Graphs are also included to depict the trends in the indicators. The primary source of the performance data is the annual Transit Operators Financial Transactions Report submitted to the State Controller, which presents the revenue, cost, and performance data by mode. The modal data are then summarized for system-wide figures.

Table IV-1
MST TDA Performance Indicators
System-Wide

Performance Data and Indicators	Audit Period				% Change FY 2016-2019
	FY 2016	FY 2017	FY 2018	FY 2019	
Operating Cost*	\$35,709,267	\$36,522,908	\$45,144,870	\$47,845,905	34.0%
Total Passengers	4,392,197	4,340,393	4,635,954	4,477,762	1.9%
Vehicle Service Hours	334,364	347,372	384,687	371,554	11.1%
Vehicle Service Miles	5,436,544	5,548,957	5,821,842	5,971,740	9.8%
Employee FTEs	293	354	358	358	22.2%
Passenger Fares	\$9,022,366	\$10,370,501	\$10,817,163	\$8,715,328	-3.4%
Operating Cost per Passenger	\$8.13	\$8.41	\$9.74	\$10.69	31.4%
Operating Cost per Vehicle Service Hour	\$106.80	\$105.14	\$117.35	\$128.77	20.6%
Operating Cost per Vehicle Service Mile	\$6.57	\$6.58	\$7.75	\$8.01	22.0%
Passengers per Vehicle Service Hour	13.1	12.5	12.1	12.1	-8.3%
Passengers per Vehicle Service Mile	0.81	0.78	0.80	0.75	-7.2%
Vehicle Service Hours per Employee	1,141.2	981.3	1,074.5	1,037.9	-9.1%
Average Fare per Passenger	\$2.05	\$2.39	\$2.33	\$1.95	-5.2%
Fare Recovery Ratio	25.27%	28.39%	23.96%	18.22%	-27.9%

Source: Transit Operators Financial Transactions Reports

*Operating cost includes Measure Q sales tax service expenditures.

**Table IV-2
MST TDA Performance Indicators
Fixed Route**

Performance Data and Indicators	Audit Period				% Change FY 2016-2019
	FY 2016	FY 2017	FY 2018	FY 2019	
Operating Cost*	\$32,121,779	\$32,408,388	\$40,475,528	\$41,899,669	30.4%
Total Passengers	4,291,895	4,234,968	4,452,389	4,272,624	-0.4%
Vehicle Service Hours	280,510	288,723	284,695	287,876	2.6%
Vehicle Service Miles	4,581,434	4,572,726	4,632,152	4,684,476	2.2%
Employee FTEs	266	303	303	299	12.4%
Passenger Fares	\$8,562,400	\$9,890,197	\$10,521,875	\$8,437,793	-1.5%
Operating Cost per Passenger	\$7.48	\$7.65	\$9.09	\$9.81	31.0%
Operating Cost per Vehicle Service Hour	\$114.51	\$112.25	\$142.17	\$145.55	27.1%
Operating Cost per Vehicle Service Mile	\$7.01	\$7.09	\$8.74	\$8.94	27.6%
Passengers per Vehicle Service Hour	15.3	14.7	15.6	14.8	-3.0%
Passengers per Vehicle Service Mile	0.94	0.93	0.96	0.91	-2.6%
Vehicle Service Hours per Employee	1,054.5	952.9	939.6	962.8	-8.7%
Average Fare per Passenger	\$2.00	\$2.34	\$2.36	\$1.97	-1.0%
Fare Recovery Ratio	26.66%	30.52%	26.00%	20.14%	-24.5%

Source: Transit Operators Financial Transactions Reports

*Operating cost includes Measure Q sales tax service expenditures.

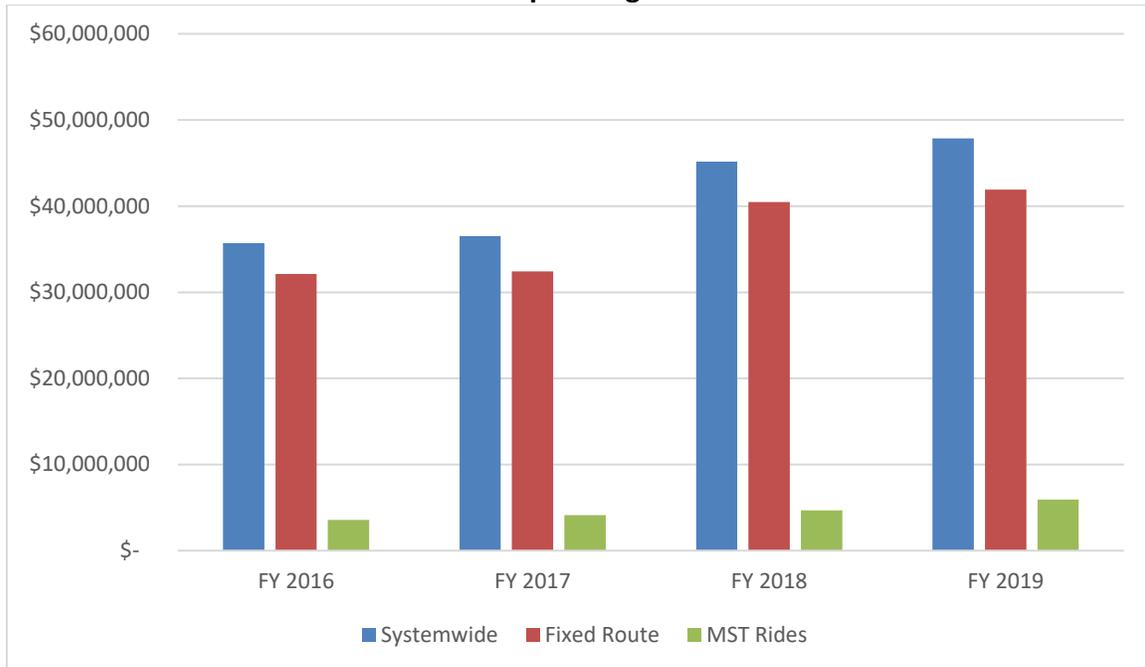
**Table IV-3
MST RIDES TDA Performance Indicators
Paratransit**

Performance Data and Indicators	Audit Period				% Change FY 2016- 2019
	FY 2016	FY 2017	FY 2018	FY 2019	
Operating Cost*	\$3,587,488	\$4,114,520	\$4,669,342	\$5,946,236	65.7%
Total Passengers	100,302	105,425	183,565	205,138	104.5%
Vehicle Service Hours	53,854	58,649	99,992	83,678	55.4%
Vehicle Service Miles	855,110	976,231	1,189,690	1,287,264	50.5%
Employee FTEs	27	51	55	59	118.5%
Passenger Fares	\$459,966	\$480,304	\$295,288	\$277,535	-39.7%
Operating Cost per Passenger	\$35.77	\$39.03	\$25.44	\$28.99	-19.0%
Operating Cost per Vehicle Service Hour	\$66.62	\$70.15	\$46.70	\$71.06	6.7%
Operating Cost per Vehicle Service Mile	\$4.20	\$4.21	\$3.92	\$4.62	10.1%
Passengers per Vehicle Service Hour	1.9	1.8	1.8	2.5	31.6%
Passengers per Vehicle Service Mile	0.12	0.11	0.15	0.16	35.9%
Vehicle Service Hours per Employee	1,994.6	1,150.0	1,818.0	1,418.3	-28.9%
Average Fare per Passenger	\$4.59	\$4.56	\$1.61	\$1.35	-70.5%
Fare Recovery Ratio	12.82%	11.67%	6.32%	4.67%	-63.6%

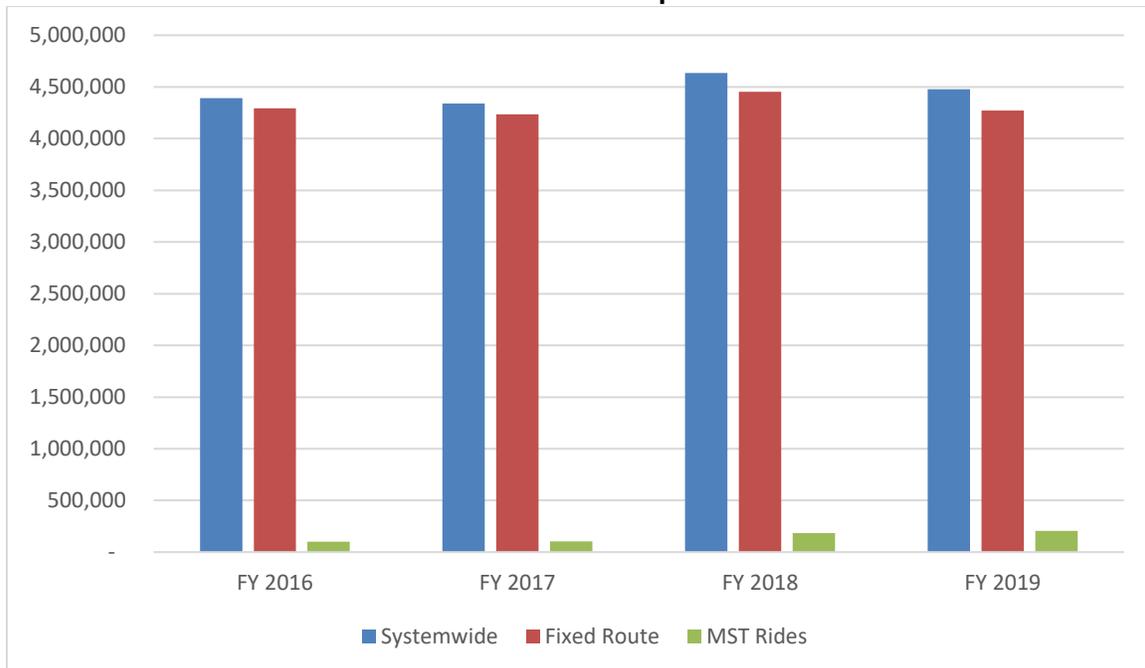
Source: Transit Operators Financial Transactions Reports - Specialized Service

*Operating cost includes Measure Q sales tax service expenditures.

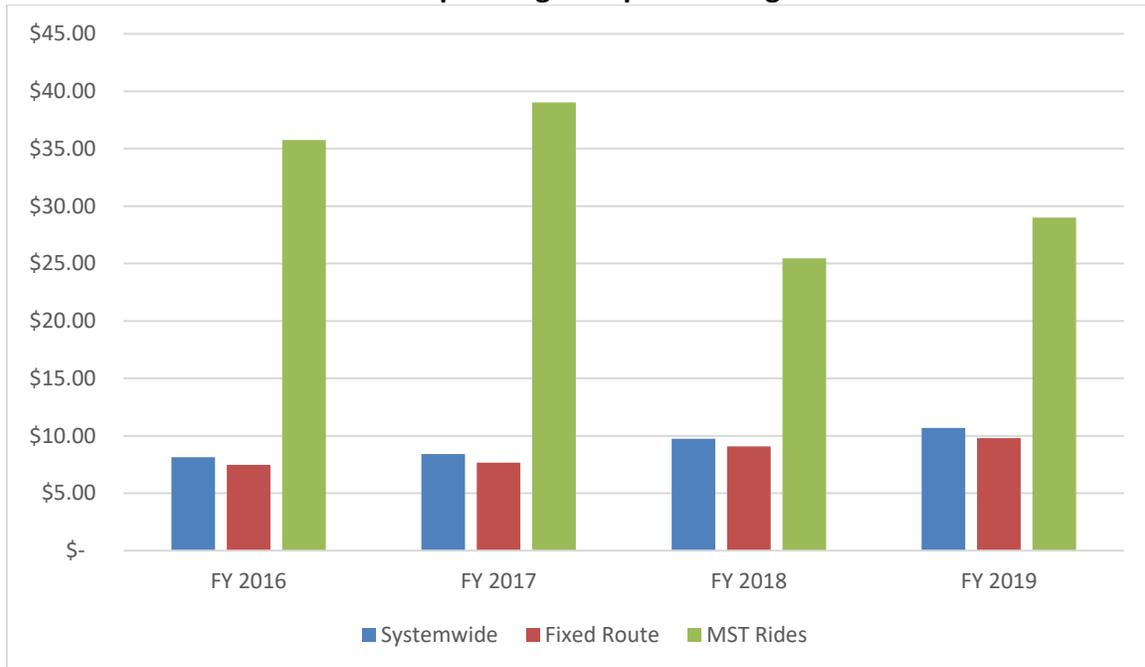
**Graph IV-1
MST Operating Costs**



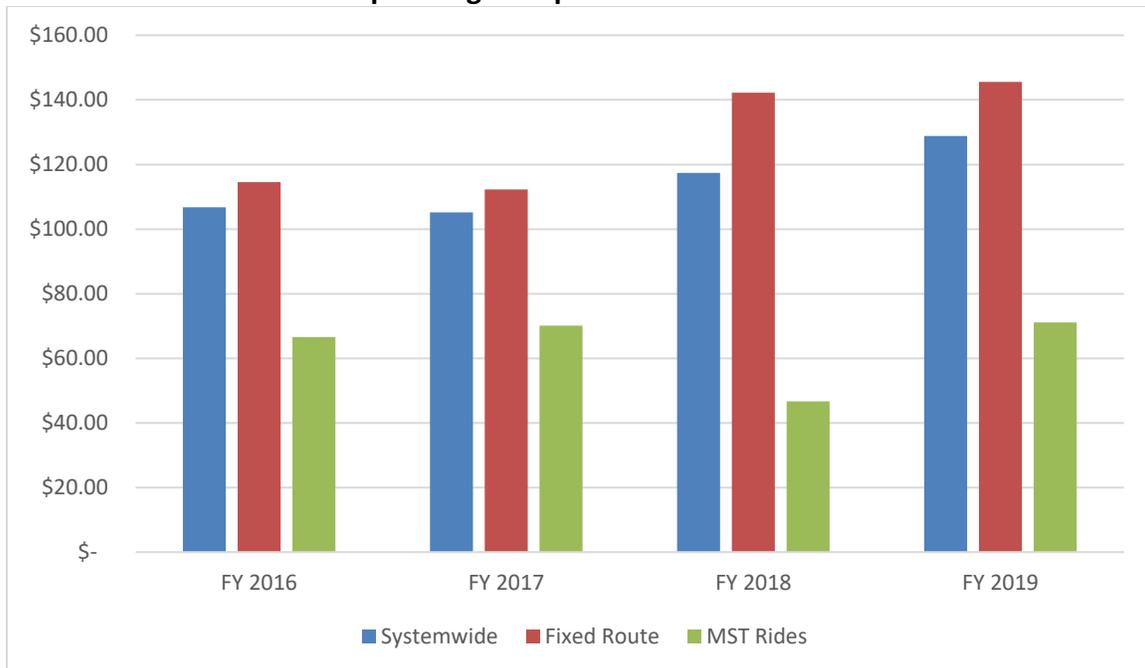
**Graph IV-2
MST Ridership**



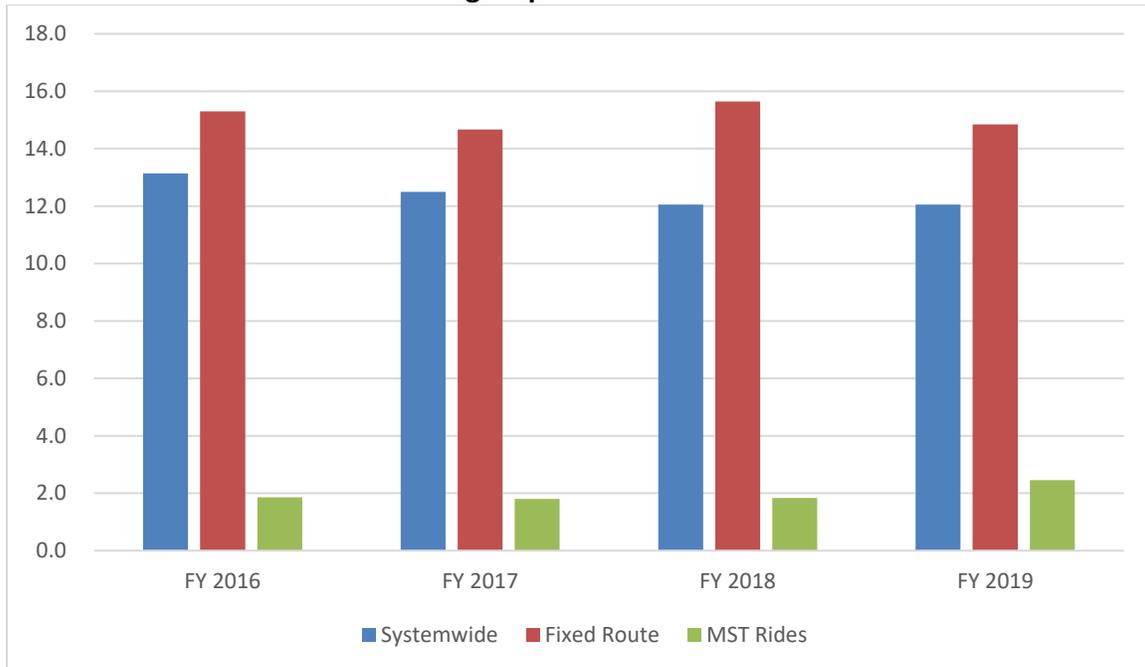
**Graph IV-3
MST Operating Cost per Passenger**



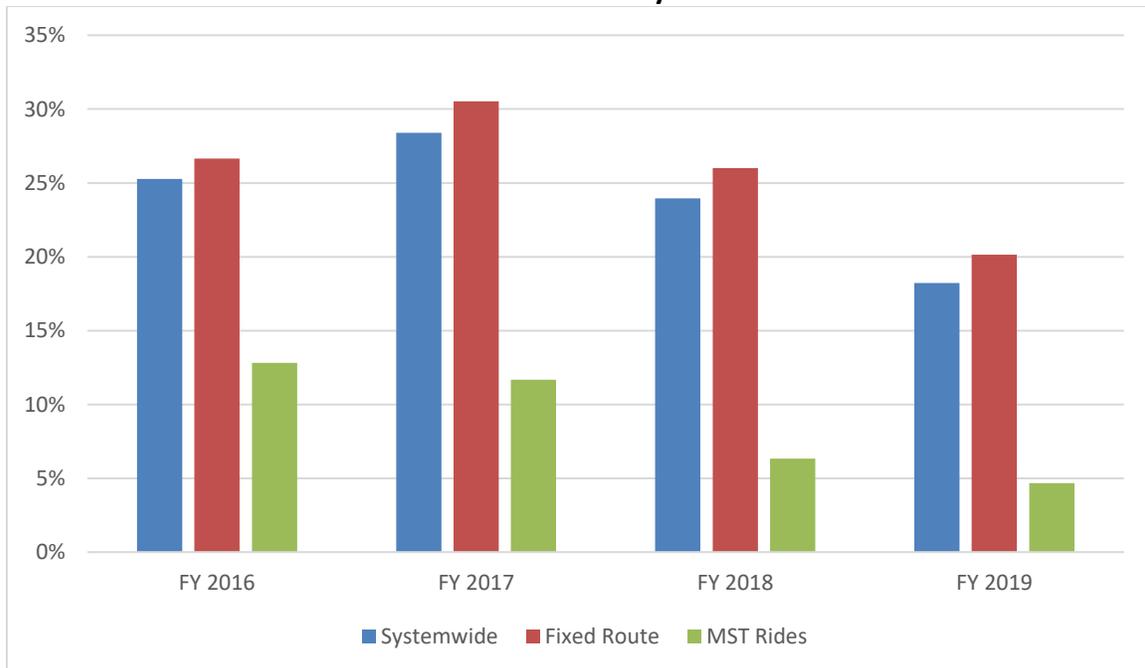
**Graph IV-4
MST Operating Cost per Vehicle Service Hour**



Graph IV-5
MST Passengers per Vehicle Service Hour



Graph IV-6
MST Fare Recovery Ratio



Findings from Verification of TDA Performance Indicators

1. MST operating costs increased 34 percent system-wide over the audit period from the FY 2016 base year through FY 2019. Operating costs reflect exclusions from depreciation costs. The largest increases in cost occurred during FYs 2017 and 2018, which are attributed to numerous events such as service expansion and improvements paid for by the new Measure Q local transit sales tax, a new route funded by the state cap-and-trade program, additional military bus routes, and additional service requested by CSUMB. By mode, fixed-route operating costs increased by a comparable 30 percent, while MST RIDES operating costs increased by 65.7 percent. Overall, the increase in operating costs can be attributed to wages, provisions required for long-term pension obligations, medical benefits and workers' compensation liabilities, fuel costs, and purchased transportation costs.
2. Ridership on MST increased by 1.9 percent system-wide from the FY 2016 base year to FY 2019. Fixed-route ridership exhibited a slight decrease of 0.4 percent, while MST RIDES ridership increased 104.5 percent. The vast majority of ridership increase is on MST RIDES, which grew from 100,302 passengers in FY 2016 to 205,138 in FY 2019. Overall, ridership achieved gains from the Measure Q service enhancements. Both FYs 2018 and 2019 saw significant increases in paratransit demand on MST RIDES, as adult day care and dialysis trips continued to grow due to additional services being offered to an expanding demographic of persons with disabilities.
3. The provision of revenue hours and miles by MST saw general increases system-wide during the audit period. System-wide vehicle service hours increased 11.1 percent, whereas vehicle service miles increased 9.8 percent. The impact of increased service from Measure Q revenue and additional requests is reflected in the increased hours and miles. Fixed-route revenue hours increased 2.6 percent and miles increased 2.2 percent. Paratransit revenue hours increased 55.4 percent and revenue miles increased 50.5 percent.
4. Operating cost per passenger, an indicator of cost effectiveness, increased by 31.4 percent system-wide for MST. Cost per passenger increased by a comparable 31 percent on fixed route whereas on MST RIDES, cost per passenger decreased 19 percent. The trends for this indicator reflect the higher growth in operating costs compared to slight decrease in ridership on fixed route. For MST RIDES, the growth in ridership exceeded that for operating costs.
5. Operating cost per hour, an indicator of cost efficiency, increased by 20.6 percent for MST system-wide from the FY 2016 base year to FY 2019, as fixed-route operating cost per hour increased 27.1 percent and MST RIDES cost per hour increased by 6.7 percent. Operating costs for fixed route increased 30.4 percent whereas vehicle service hours increased by a lower 2.6 percent. For MST RIDES, these variables both increased for a few years, with revenue hours decreasing 16.3 percent in FY 2019.

6. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, decreased 8.3 percent system-wide from the FY 2016 base year to FY 2019. This included a 3 percent decline on fixed route from 15.3 passengers per hour to 14.8 passengers per hours, whereas on MST RIDES, this indicator increased 31.6 percent from 1.9 to 2.5 passengers per hour.

7. The fare recovery ratio remained relatively strong over the audit period for MST. MST adheres to a minimum TDA farebox ratio of 15 percent established by TAMC. During the audit period, the system-wide farebox averaged 23.52 percent, which includes both fixed route and MST RIDES. Separately, fixed-route farebox averaged 25.55 percent for the three years and MST RIDES averaged 7.55 percent. While overall farebox recovery was healthy, operating costs increased at a higher rate compared to fare revenues resulting in a downward pattern of farebox return. There was a slight decrease system-wide in passenger revenues of 3.4 percent during the audit period, which includes passenger fares and special fares through MST partners, including the Department of Defense (DOD), CSUMB, Hartnell College, City of Monterey, and Monterey Bay Aquarium. On a modal basis, fixed-route fare revenues decreased 1.5 percent and paratransit fare revenues decreased 39.7 percent, attributed in part to fare reductions for veterans, seniors, and persons with disabilities, as well as free fare promotions that were covered by other funding sources.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within MST. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed with MST administrative staff via videoconference platform:

- Operations
- Maintenance
- Planning
- Marketing
- General Administration and Management

Within some departments are subfunctions that also require review, such as Grants Administration that falls under General Administration.

Operations

MST's operations are guided by its mission statement:

Advocating and delivering quality public transportation as a leader within our community and within our industry.

The recovering local economy generated increased sales tax revenues for the TDA local transportation fund, and state cap-and-trade legislation provided MST funds to support services that reduce greenhouse gas emissions. Further, the additional annual revenue generated by the local Measure Q ballot initiative provides MST a long-needed level of financial stability.

MST continues its growth with other significant activities, including the rehabilitation of its 42-year-old facility in Ryan Ranch, purchase of additional electric-powered buses and support vehicles, installation of new bus shelters, and deployment of the latest technologies and apps to provide real-time next bus arrival information directly to customers' mobile devices.

One of the most significant milestones for MST during the audit period was the completion of the Thomas D. Albert Operations and Maintenance Facility expansion at One Ryan Ranch Road in Monterey. A ribbon cutting and dedication ceremony was held in June 2018. The original 20,000-square-foot facility was built in 1978 and designed to accommodate 36 buses. The facility was expanded to 33,000 square feet and designed to accommodate 88 buses. Pre-engineered building components reduced the costs and construction time required for the completion of the project. The \$22 million expansion took about 15 months to complete and is dedicated to MST's first general manager, Thomas D. Albert.

While the facility expansion project took place, MST temporarily relocated its operations and maintenance to 4512 Joe Lloyd Way in Marina on the former Fort Ord facility. After the completion and dedication of the new facility, MST's contract operator moved most of its operations into the Ford Ord facility, pursuant to a lease agreement in April 2020.

The MST RealTime app was implemented in July 2017 whereby riders can access data in real time via text, phone, the Transit App, and Google Maps. Buses are equipped with a GPS device that communicates with MST's vehicle tracking system where the bus is located. When a bus reaches a bus stop timepoint, MST can determine schedule adherence. That information is then used along with the last known position of the bus to predict when that bus will arrive at another stop farther along the route. MST installed automated passenger counters (APC) on 111 fixed-route and On-Call buses in 2019 to support National Transit Database requirements. The infrared APC sensors note where riders board and disembark, presenting an accurate, system-wide picture of transit use.

FY 2018 saw the highest ridership in 10 years. MST's ridership gains were attributed to fare reductions for veterans, seniors, and persons with disabilities; free fare weekend promotions, supported by special grant funds from the State of California; and growing partnerships with local military bases. Hartnell College, CSUMB, the City of Monterey, and the Monterey Bay Aquarium are additional partners which collaborate to promote free or deeply discounted transit services like the MST Trolley.

During FY 2019, MST implemented its "Free 40's" promotion, which made all routes within the city of Salinas fare-free on Saturdays, Sundays and most holidays, which was very popular. In addition, MST RIDES ADA paratransit was fare-free on those days for trips that began and ended inside the city limits of Salinas. The "Free 40's" promotion was made possible through a grant from the Low Carbon Transit Operations Program (LCTOP), and the fare reduction on MST RIDES was made possible by utilizing revenues from local Measure Q.

MST completed renovations to the 30-year old Salinas Transit Center, which serves over 300,000 passengers annually. The update featured a new Portland Loo restroom that offers a clean, user-friendly experience. Durable, graffiti-resistant, reliable and wheelchair-accessible, it's one of the few public restrooms available in downtown Salinas. Also included was the addition of a larger staff and coach operator break room and restrooms, as well as new environmentally responsible landscaping that will lower water usage at the Transit Center.

Partnerships with local military facilities and installations have been instrumental in supporting ridership growth and compensating for some losses from MST's core ridership segments. MST transports officers, enlisted personnel, DOD contract employees, military students, instructors, faculty, and staff to the Naval Postgraduate School, Presidio of Monterey, and Fort Hunter Liggett while offering extended service on its regional buses. These routes serve individuals who commute to and from work or school, while also providing access to shopping and leisure activities off the installations. In July 2019, MST celebrated its 10-year partnership with the military.

The partnerships are made possible in large part by the DOD's Mass Transportation Benefit Program under Executive Order 13150 for its members. The purpose of this program is to offset commuting costs to active duty military members and DOD civilian employees. Participants receive a US Department of Transportation debit card with the monthly federal transit benefit preloaded. Funds on the debit card allow the purchase of a Military GoPass valid for unlimited use on all MST bus routes for 31 consecutive days upon first use. Funds on the debit card are replenished on the tenth of each month. As many as 1,000 Presidio of Monterey employees have enrolled in the Mass Transportation Benefit Program and 75,000 monthly passenger trips are taken to, from, and on the installation.

However, changes in the way the Presidio administers the Mass Transportation Benefit Program in FY 2020 have resulted in lower levels of funding to MST to provide transit services to the installation. At the request of the Presidio of Monterey Garrison Command, MST reduced transit service to the Presidio of Monterey beginning February 2020 (beyond the audit period). The cuts resulted in a 50 percent decrease in transit service to the Presidio as Lines 67 and 69 and Presidio Shuttle were eliminated. Weekend service on other lines serving the Presidio were either reduced or eliminated.

Existing MST mobility programs supported by the initial revenues generated from Measure Q sales tax receipts include the taxi voucher program and travel training outreach that teaches passengers to independently ride MST buses. The money also funds the administration of MST's Navigators program, which is a group of volunteers who answer transit questions, move scooters on and off the bus, carry packages for passengers, and provide other help for those who need assistance.

A joint project between MST and CSUMB includes the CSUMB University Pass program, which offers unlimited access to MST's entire network. The University Pass program also funds expanded transit services on campus, including the CSUMB Otter Trolley as well as off-campus connections to Marina, Seaside, Sand City, and downtown Monterey. In addition, at Hartnell College in Salinas, the Associated Student Senate continues to fund a free fare zone at the Central Salinas campus and an expanded zone to include its Alisal campus located on the east side of the city. This free fare zone allows students to board MST for free at bus stops adjacent to the two campuses. Return trips to the college campuses are full fare, providing effectively a 50 percent discount to Hartnell students who use MST to get to and from class.

MST's contract with MV Transportation is for a five-year period, July 2013 through July 2018, and contains two two-year options for extensions to July 2022. The contract covers the operation of MST RIDES ADA and ST paratransit services and other dial-a-ride and fixed-route transit services. In total, these programs represent approximately 40 percent of all services offered by MST. MV Transportation has held this contract with MST since 2004. The last contract extension was authorized in July 2020 for two years. The contract is divided between two service models, the first covering provisions for MST RIDES ADA and ST paratransit services, and the second for fixed-route, public dial-a-ride (MST On-Call), and trolley services.

MST utilizes the Dispatch Operations Reference Information System (DORIS), which streamlines the coordination and dissemination of route and schedule information to operations staff. DORIS

provides drivers and communications systems specialists with the most current and accurate operational information to deploy MST routes. DORIS helps reduce duplication effort and provides drivers with what they need to drive the bus. Trapeze TransitMaster GPS is used to track vehicle departure and arrival times and provide real-time data for bus arrival for passengers. The MST Board of Directors approved a five-year agreement with Trapeze for TransitMaster system maintenance, not to exceed \$600,000, in July 2019. In addition, upgrades to Giro Hastus software were made to better plan, optimize, and manage scheduling and operations.

After vehicles pull in at the end of the day, fareboxes are probed by utility service workers in order to electronically download data stored in the farebox. The cash box is removed from the farebox and the contents placed in receiver units. There is no direct handling of cash. Brink’s armored car service arrives twice a week at the Monterey and Salinas facilities to pick up the receiver units, which are processed at the Brink’s facility in San Jose and deposited at Rabobank. MST is able to print the GFI report, and the Brink’s deposit report gets recorded into the general ledger. MST establishes a 1 percent tolerance level for revenue discrepancy, which then alerts the revenue department for follow-up.

MST is moving toward a contactless fare payment system. In a partnership with Caltrans and Visa, the agency launched a six-month pilot program in September 2020 that allows riders to use a contactless credit, debit, prepaid card, or contactless-enabled mobile device to pay their fare on any MST bus line. MST is the first transit agency in California to introduce a contactless payment solution on its system as part of the California Integrated Travel Project, an initiative to facilitate easy and accessible travel planning and payments.

All MST buses are equipped with eight cameras. Three cameras are external and the remaining five cameras are internal. In addition to cameras on the vehicle fleet, security cameras are installed at all MST facilities, including upgrades at the transit centers. Overall, security cameras have reduced MST’s risk liability and incidents and have decreased the need for law enforcement collaboration. The cameras have a 72-hour footage loop.

On-time performance of the buses is tracked using the TransitMaster GPS system, which electronically tracks all scheduled arrivals at published timepoints. Table V-1 shows the on-time performance for the service. MST has improved its on-time performance for both fixed route and MST RIDES, resulting in improved system-wide performance. The goal is 90 percent on time, and MST essentially met the goal in FY 2017. Better connectivity of routes and times improved on-time performance.

**Table V-1
On-Time Performance**

	FY 2016	FY 2017	FY 2018	FY 2019
MST Fixed Route	90.40%	89.00%	87.80%	87.20%
MST RIDES	91.30%	91.00%	89.80%	91.10%
System Average	90.85%	90.00%	88.80%	89.15%

Source: MST

In regard to vehicle safety, MST tracks the number of accidents, which are categorized as preventable or non-preventable. According to the Federal Motor Carrier Safety Administration, a preventable accident is one that occurs because the driver fails to act in a reasonably expected manner to prevent it. A non-preventable accident is the result of a collision or incident while the driver was lawfully operating the vehicle. Table V-2 summarizes miles between preventable collisions for both fixed route and MST RIDES recorded during the audit period.

**Table V-2
System-Wide Accidents**

	FY 2016	FY 2017	FY 2018	FY 2019
Miles Between Preventable Collisions (Fixed Route)	257,153	278,531	340,989	247,494
Miles Between Preventable Collisions (MST RIDES)	92,764	87,627	107,802	98,808

Source: MST

The number of collisions is monitored monthly. The MST Safety Committee meets quarterly to discuss potential safety issues. Post-accident/incident retraining is conducted after every accident, incident, or leave of absence. Driver trainers are offered a bonus for the completion of 16 hours of safety training offered through the US Department of Transportation. MST offers an annual safety bonus as an incentive to promote safe driving operations.

Specialized Transportation Services

Specialized transportation services have been provided through paratransit and taxi voucher programs. MST is the designated Consolidated Transportation Services Agency for Monterey County. The agency employs three mobility specialists and one ADA eligibility specialist.

The paratransit division, MST RIDES, provides service to persons with disabilities in Monterey County through its contract operator, MV Transportation. RIDES vehicles are owned by MST but are operated by MV Transportation. Paratransit services are provided within a 0.75-mile corridor on either side of an MST mainline bus route operating during the same days and times that the bus operates. MV Transportation also operates the demand-response services in the south county cities of Gonzales, Greenfield, King City, and Soledad.

Liquidated damages are stipulated in the MV Transportation contract for key performance metrics. MST maintains a monthly customer service update report that summarizes customer satisfaction, late arrivals, employee courtesy, ADA compliance, and no-shows. Table V-3 summarizes the number of no-shows and late cancellations incurred during the audit period.

**Table V-3
MST RIDES – No-Shows and Cancellations**

	FY 2016	FY 2017	FY 2018	FY 2019
No-Shows	7,128	7,666	4,234	2,907
Late Cancellations	10,171	14,343	15,092	17,809

Source: MST

The number of no-shows decreased 59.2 percent from 7,128 in the FY 2016 base year to 2,907 in FY 2019, the result in part of growth in the number of RIDES passengers for the same time period coupled with better training provided by MST customer service and modified recording of the data. While ridership increased significantly during the audit period, the decline in no-shows was more pronounced. The rate of no-shows as a percentage of total riders was 7.3 percent in FY 2017, 2.3 percent in FY 2018, and 1.4 percent in FY 2019. Industry standards are generally in the range of less than 5 percent. In contrast, late cancellations, defined as not cancelling the trip at least two hours prior to pick up time, increased since FY 2016.

An estimated 40 percent of paratransit trips are for dialysis appointments. MST reports that dialysis patients are often not ready when the vehicles arrive. In an effort to improve schedule adherence, MST is working with the dialysis clinics as well as recoding no-shows as will-calls. To help with appointment reminders, MST implemented an interactive voice response (IVR) telephone system that automatically places a telephone call the night before the passenger's trip. However, the IVR system has not been effective due to old technology, compatibility issues, and algorithms.

Off-peak overflow service is available to ambulatory ADA riders using taxicabs as part of the mobility management program. The operating contract allowed MV Transportation to subcontract with a third-party cab operator that is required to be compliant under the master contract. MST, in conjunction with MV Transportation, developed the Taxi ADA Certification Program (TACT), in response to ADA complaints against local taxi operators. Taxi operators who wish to provide services to MST customers through the MST RIDES and taxi voucher programs must undergo six hours of certification training. MST RIDES and taxi voucher customers are required to use only TACT-certified drivers.

Personnel

Nonexempt personnel such as coach operators, mechanics, parts and utility workers are represented by the Amalgamated Transit Union (ATU), Local 1225, based in Marina. MST reports a good working relationship between management and the union despite a change in leadership in the ATU.

All coach operators assigned to MST's directly operated services are full time. Routes are bid out quarterly. MST maintains a 24 percent extraboard to fill in shifts as needed. For every four full-time hires, an additional hire is made for the extraboard. The average tenure of the drivers is about 12 years, and turnover is relatively low compared to the industry average. Almost a quarter of drivers for fixed route are contracted with MV Transportation, which conducts its own hiring and training. More service implemented during the audit period required additional hiring to fill vacancies. MST experienced a wave of retirements during the audit period. Overtime and extraboard coach operators were used as hiring was ramping up. A suggestion box is located in the driver lounge for ideas.

The director of Transportation Service developed a database of driver records and history for improved management of resources. A classification and compensation study was completed to review options for employee working status. MST provides a breakdown of FTEs for both directly employed and contract staffs by dividing the number of employee labor hours by 2,000. MST has been accounting for its FTEs for both directly and contracted operated services, as summarized in Table V-4.

**Table V-4
Employee Labor Hours/Full-Time Equivalent**

	MST Employees		Contracted Employees	
	Work Hours	FTEs	Work Hours	FTEs
FY 2016	454,352	227	244,942	122
FY 2017	474,486	237	263,460	132
FY 2018	486,879	243	279,703	140
FY 2019	483,327	242	261,375	131

Source: MST

The majority of MST’s recruitment efforts are focused on coach operators, conducted using various methods such as through job fairs, the California Employment Development Department, bus ads, destination sign announcements, print ads, and social media. MST has been in process of contracting with LocalJobs.com, an online career platform with an emphasis on recruiting minority and women candidates. Recruitment is also targeted to reach veterans, and a number of bus operators are former military personnel pursuing a second career. Hiring standards are based on personality and having a customer service orientation. MST offers a competitive benefits package that features flexible hours and pet insurance. After the audit period, a signing bonus was implemented in 2020 ranging from \$500 to \$2,000 within the first two years of employment.

In order to hire and retain the best qualified coach operators, MST has been using the Bus Operator Selection Survey (BOSS) program since 2004 to evaluate coach operator candidates. The BOSS program is a pre-employment screening program composed of 52 questions used to measure an applicant’s potential for success, risk, and critical performance behaviors such as safety, customer service, and attendance. The BOSS program is a validated test based on American Public Transportation Association standards. MST pays for each test. During the audit period, a standard operating procedure manual was created that addresses employee recruitment and screening. The manual provides guidance on tracking applicants and validated testing.

MST emphasizes safety and invests heavily upfront in personnel. This philosophy is followed to save the agency from going through potential driver discipline later. New coach operators must pass an extensive eight-week training program. The new hire orientation is conducted the first day followed by the training course the next day. During that training period, candidates undergo approximately 15–20 hours of classroom time and at least 120 hours of behind-the-wheel training. The safety/training officer, with the assistance of a select group of certified US Department of Transportation trainers, oversees the training of new coach operators. The US Department of Transportation trainers are highly experienced coach operators with excellent safety and

personnel records who have a major role in training new employees. Safety training includes crisis training for issues like fare disputes and understanding the role of the bus as a safe place for youth in crisis. MST grew its number of road supervisors to nine as the service expanded.

Once new coach operators have completed their initial training, including qualification on every type of coach in the fleet, they transition to the skilled oversight of MST line instructors. During this training phase, trainees drive in-service, interact with passengers, and complete the full duties of a coach operator including conducting pre- and post-trip inspections. Coach operators are required to learn every line in the MST system. There is a training course at the MV Transportation operations facility equipped with curbs and bus stops.

In addition to the training protocol, coach operators undergo eight hours of Verification of Transit Training annually. Topics include the ADA, drug and alcohol policies, human trafficking and post-accident training. In-service training campaigns include making coach operators conduct a full pre-trip inspection. Mechanics receive forklift training and attend an hourly monthly maintenance “tailgate” training.

Another way MST tracks the effectiveness of its safety programs is by monitoring its accident and injury claims history. By using an experience modification factor, MST can compare past loss experiences from accidents to the expected experience for a specific period of time. The experience modification factor calculated by the California Transit Insurance Pool for MST shows changes in accident severity and frequency. MST generally has between 8 to 10 drivers on disability at any one time, with some claims for workers compensation. Human resources deem whether the injured driver is eligible for time off, and the driver works with the supervisor to receive approval. With good relations between MST and ATU, the rate of grievances has been very low. A safety committee composed of two members each from MST and ATU conducts grievance hearings, with the risk manager providing the deciding vote. The MST chief executive officer also reviews the written documentation. Employee town halls are held every Thursday following the MST Board meetings. The town halls are announced on TransitMaster message board.

Employee recognition and team building initiatives include employee of the month and employee of the year, chosen from among the employee of the month designees. Awards are given for exemplary attendance and safety practices. Monetary safety awards are \$275 for coach operators and \$250 for mechanics. MST also holds an annual safety barbecue for employees. Employee badges double as bus passes.

Maintenance

The stated goal of MST’s Maintenance Department is to provide safe, clean, and reliable vehicles to meet operational/service requirements. During the audit period, the Maintenance Department returned to the Thomas D. Albert Division in Monterey after its renovation.

The service bays at the renovated facility were expanded from 3 to 10 service bays and are long enough to accommodate articulated buses as well as 4 vehicles side-by-side. The facility’s new service bays include an eight post lift, a new tire servicing station and lift, larger parts storage,

water-efficient bus wash, steam racks, electric bus charging station, and 45-foot length raptor lift. The drive-through bus wash utilizes recycled water. The second-floor communications center offers a bird's-eye view of the bus yard and contains the administrative offices for the supervisory staff. An emergency gate was also installed to the adjacent school district property. The facility is also equipped with an emergency generator.

MST implemented Zonar in 2018, which utilizes Electronic Vehicle Inspection Report (EVIR) technology for daily pre- and post-trip inspections transmitted via cellular signal into a database. Radio-frequency identification tags are placed on the vehicle in critical inspection areas or zones. Drivers conduct their vehicle inspections by placing the Zonar reader within inches of each tag and indicating the condition of the components within the zone with one-handed, push-button responses. When a defect is discovered, the driver selects a description from a predefined list and indicates if the vehicle is safe to operate. Fault codes generated by the EVIR, which is CHP-compliant, are transmitted to the lead mechanic for attention.

Maintenance is overseen by the assistant general manager/chief operating officer (COO), who provides direction to the maintenance manager and four maintenance supervisors who oversee daily operations. In addition, maintenance staff comprises 21 maintenance technicians and 9 utility service workers. Parts inventory, including 3 inventory control clerks, was transferred out of maintenance and into procurement under the assistant general manager of Finance and Administration for better cost control.

Some senior-level maintenance technicians have been with MST close to 20 years, while about a third of the MST technicians have 8 years or less of experience. MST generally seeks candidates with heavy-duty engine experience. MST recruits through the County Workforce Development Board where MST had a seat on the board during the audit period. Mechanics undergo four to six weeks of training, which commences with the coach operator class.

MST incentivizes Automotive Service Excellence (ASE) certifications of its mechanics at all—entry, intermediate, and advanced—levels; these certifications are reviewed in the overall skills assessment for promotions. Several maintenance technicians have certification. MST reimburses fees and offers higher compensation incentives. There are six mechanics with one or more ASE certifications. An apprenticeship program is in development and is scheduled for implementation by the end of 2020 pending union negotiations.

When new buses are delivered to MST, the vendors from Gillig and MCI will travel to MST's maintenance facilities to conduct specialized training. MST will also send one mechanic at a time to regional training at SamTrans in San Mateo. Specialized training includes developing maintenance skills for an electric fan versus a hydraulic fan. MST is also a member of the Southern California Regional Transit Training Consortium. The consortium is a training resource network comprising community colleges, universities, transit agencies, and public and private organizations focused on the development and delivery of training and employment of the transit industry workforce that is proficient at the highest standards, practices, and procedures for the industry. MST also partners with Hartnell College's Agricultural Business and Technology Institute diesel mechanic training program.

Directly operated bus transmissions are traded out, some vehicle support tasks are contracted out, and tires are leased. Under the MV Transportation contract, MV-owned vehicles as well as MST-owned vehicles that MV operates, such as the trolleys, are maintained by the contractor. An MV maintenance manager provides daily oversight and transmits to MST a list of vehicles that are placed out of service. MV Transportation corporate maintenance staff also randomly conduct inspections twice a year. Buses are generally placed out of service due to a lack of parts availability.

MST uses Trapeze Enterprise Asset Management software that is tied into the fueling system software program, FuelFocus. Vehicle parts inventory is tracked by the AssetWorks program, which allows parts to be automatically deducted from the inventory when utilized. The value of the parts inventory is also gauged. Vehicle parts are bar-coded, and cycle counts are conducted on a weekly and monthly basis. This information is reported to the MST Board of Directors. Parts are procured from a list of vendors. Cycle counts are conducted monthly and at random.

The preventive maintenance inspection (PMI) program is structured according to the original equipment manufacturer requirements. MST ensures that all PMIs meet and/or exceed the requirements of the original manufacturer. MST’s goal is to meet or exceed the required PMI rate of 80 percent. PMIs for MST vehicles are generally scheduled every 45 days or 3,000 miles. For MST RIDES vehicles maintained by MV Transportation, the PMIs are scheduled for every 120 days or 5,000 miles. Under the taxi program, PMIs are scheduled every 5,000 miles with fines imposed should the taxi provider not meet the schedule. Both MST and its contract operator, MV Transportation, received satisfactory ratings for all vehicle inspections conducted during the audit period as part of the CHP Transit Operator Compliance Program.

Vehicle defects are reported by the drivers on the daily Vehicle Inspection Report (VIR) or “defect card.” A defect card is prepared for each bus in revenue service. If no problems or defects are found, the VIR is signed off with the notation that no defects were discovered. The VIRs are reviewed by the maintenance supervisors daily. MST tracks the number of road calls per mode in the annual federal National Transit Database report, which are summarized in Table V-5.

**Table V-5
System-Wide Road Calls**

	FY 2016	FY 2017	FY 2018	FY 2019
MST Fixed Route	332	328	309	221
MST RIDES	21	28	33	30
Total	353	356	342	251
Miles Between Road Calls (Fixed Route)	19,862	21,863	24,317	34,673
Miles Between Road Calls (MST RIDES)	68,484	66,148	76,443	65,434

Source: MST; National Transit Database

The industry standard for road calls for a heavy bus is about 7,000 miles; MST exceeded the standard in each year of the audit period. This is the minimum performance target, and MST sets a goal of 15,000 miles between major mechanical road calls. MST has met and exceeded this goal

the past several years. In addition, MST set a minimum performance target of 30,000 miles between road calls for paratransit and a goal of 60,000 miles. This goal has also been met.

MST conducts monthly inspections of the MV Transportation operations and maintenance facility, which includes an examination of vehicle maintenance work orders and the inspection of two random vehicles monthly.

Planning

Service and long-range planning is under the purview of the director of Planning and Marketing. The director has been active on committees such as the TAMC Bicycle & Pedestrian Committee and the Wayfinding Planning Advisory Committee to provide transit input. Planning staff also participate in meetings with various local agencies, including the Association of Monterey Bay Area Governments, the Monterey County Hospitality Association, the Monterey County Business Council, and the Fort Ord Reuse Authority.

The implementation of the Remix transit-planning platform has allowed MST to more accurately analyze existing services and explore how moving bus stops, updating timetables, or adding new lines will impact passengers. Remix is a comprehensive, cloud-based program that draws data from the agency's new APCs with maps, ridership trends, origin-destination data, and demographic information. Planners can then drag and drop routes and stop locations in real time to see what changes might mean for customers and overall traffic flow.

Planning and scheduling staff also focus efforts on service changes, which are made generally twice a year, once during Memorial Day weekend and again during Labor Day weekend. Changes are made when the area's schools, colleges, and universities return to session. Staff coordinate efforts with CSUMB to review routes serving the campus and to plan for any changes to those routes when school begins in August. New bus stops are also planned and approved to improve service.

Routes are evaluated based on the award of Caltrans grants, such as Line 23. Route analysis is conducted using performance metrics and giving attention to poorer performing routes. Routes are adjusted for factors including traffic conditions and route productivity. Key metrics include ridership, passengers per hour, on-time performance, and accidents. The riders guide is also reviewed for mistakes. The analysis and route adjustments have improved through a more methodical approach toward developing and making the changes. Also, new route planning includes outreach to affected riders such as the military and people in disadvantaged areas. For example, outreach was conducted for Line 42 using state cap-and-trade funding requiring service to disadvantaged areas. A microtransit pilot was launched by MST in August 2019.

MST was also involved in a bus-on-shoulders study that focuses on the SR 1 and Monterey Branch Line rail corridors. AB 946, which was passed by the California State Assembly in 2013, authorizes MST and the Santa Cruz METRO to conduct a transit bus-only program using the shoulders of certain state highways as transit bus-only traffic corridors, subject to approval by Caltrans and the CHP. The Monterey Bay Area Feasibility Study of Bus on Shoulder Operations on State Route 1 and the Monterey Branch Line was released in June 2018. The purpose of this study was to explore the

concept of using bus-on-shoulder operations on SR 1 in both Monterey and Santa Cruz Counties to enhance the operations of MST and METRO buses during the periods of significant traffic congestion.

South county planning efforts were addressed in the Salinas Valley Express Transit Corridor Planning Study, released in May 2019. The opening of the South County Operations and Maintenance Facility in King City would provide necessary infrastructure for MST to enhance service in the Salinas Valley. The study identifies opportunities for MST to improve transit service through increased frequencies, reduced travel times, regional growth incentives, and increased ridership while staying within MST's available resources. The study also envisions a larger market for transit than currently exists.

Building on the success of the JAZZ Line, MST has embarked on the second phase of its bus rapid transit expansion. The SURF! Busway and Bus Rapid Transit project involves the creation of a 6-mile dedicated express transit line within TAMC's Monterey Branch Line rail corridor that runs parallel to SR 1 between Marina and Sand City. The SURF! Line would commence at the existing Marina Transit Exchange and make three stops before terminating in Sand City at the intersection of Contra Costa and Orange. The project is currently under environmental review.

Marketing

MST uses a number of media tools and approaches to market its services to the public. Marketing and customer service are overseen by a marketing manager and the director of Planning and Marketing. In addition, one community relations coordinator, a customer service supervisor, and five customer service representatives are assigned to MST transit centers in Marina, Monterey, and Salinas as well as the Mobility Service Center in Salinas. The customer service personnel are bilingual in English and Spanish. MST's annual marketing budget has generally ranged between \$350,000 and \$400,000.

The MST Riders Guide is published and released twice annually. The Riders Guide is assembled with a glossy cover and a foldout system-wide map in the middle. New or specialized services are publicized through the distribution of brochures. It takes approximately 10 weeks to produce the Rider's Guide.

The MST Annual Report is published in a 20-page glossy brochure format, with a "fast facts" insert inside. The Annual Report features a message from the general manager, financial data, ridership highlights, new services and programs, employee of the year/month, legislative initiatives, MST's mission and strategic goals, and a roster of the Board of Directors. The 2019 Annual Report highlighted the impacts of Measure Q, the free fare initiatives, technology enhancements and the Strategic Goals summary for 2018–2020.

Online marketing and information are provided through MST's dedicated website, found at <https://mst.org/>, as well as through social media. The website contains extensive information about MST's routes, fares, mobility management programs, administration, financials, and employment opportunities. An electronic copy of the Riders Guide can be accessed on the website.

Conforming to Title VI requirements, the MST website includes copies of the most recent Title VI plan and a dedicated bilingual site for civil rights and filing a Title VI complaint. The website also contains a Google Transit trip planner and a Google Translate tool.

MST extensively uses social media including Facebook, Twitter, Instagram, and YouTube to keep in touch with riders, post press releases, and send bus alerts. YouTube videos are used as an advertising and mobility management tool. Social media metrics are included in the administration department monthly report. MST increased its following on Facebook from 1,000 to 1,400 during the audit period. These electronic platforms are part of the movement by MST toward technology tools to create efficiencies and real-time information for its customers. A link to the transit app is available from the MST website to directly tie the rider into the electronic messaging of bus schedules and arrivals. The free user-friendly transit app gives passengers real-time bus arrival information on their iPhone or Android device. The app shows next bus arrivals, locates their nearest bus stop, and allows the user to set alerts for preferred routes.

During the audit period, MST adopted the Integrated Marketing and Communications Plan for 2019-2021 in June 2019. The plan outlines clear strategies and tactics designed to help meet organizational marketing and communication objectives in order to build awareness and ridership. The priorities identified include brand development, creating awareness through community feedback, social media strategies, boosting media relations, expanding strategic partnerships, and fortifying internal communications.

Focused promotional efforts have included the “Designed to Move You” tagline adoption in 2017 as part of MST’s south county outreach to increase ridership on Line 23 that operates between Salinas and King City.

MST staff also have had board seats on some community agencies such as the Monterey County Workforce Development Board and the Monterey County Convention and Visitors Bureau. In addition, MST has a partnership with the Carmel Valley Chamber of Commerce involving Line 24–Carmel Valley Grapevine Express, which runs between downtown Monterey and Carmel Valley Village through the Carmel Valley wine country and allows riders to visit the various wineries. Another route that caters to the local tourism industry is Line 22–Big Sur, which operates daily along SR 1 on a seasonal basis from Memorial Day weekend through Labor Day, as well as on weekends and holidays during the rest of the year. MST is looking to develop a pass program for area visitors.

Measure Q provides a significant boost in funding for MST’s mobility management efforts for community outreach and volunteer initiatives, including the MST Navigators program. The program involves volunteers (Navigators) who are available to train others to ride the bus and navigate the MST system, assist seniors on shopping trips by bus, give public presentations, and represent MST at health and welfare events in the community. The program is marketed through a trifold brochure and dedicated website at www.MSTMobility.org. The screening process involves an application followed by an interview and criminal background check. Program volunteers need to be at least 18 years of age. MST also offers free fixed-route travel training to teach interested individuals how to safely and independently ride the MST bus system.

MST derives revenue from interior and exterior advertising space on its buses. Bus wrap advertising is not allowed. Also, advertising space is not available on bus shelters per MST policy. Rates are structured per ad charged on a per month net basis. Production and mounting costs include labor and materials. Nonprofit organizations receive two months of advertising for the price of one. MST generates approximately \$315,000 annually in advertising revenue. The advertising program is contracted through Chidlaw Marketing.

Complaints are received and handled by customer service and are logged into the customer service database. MST has adopted standard operating procedures to ensure that customer comments, complaints, and compliments are promptly and accurately entered into the service reports database for follow-up and to ensure that customer service reports are promptly and thoroughly processed with final resolution provided to MST's customers.

Most complaints pertain to improper driving, no show, passed by, and other service and bus operator incidents. Once the complaint is received, it is routed via email to the appropriate department head to address and validate. Upgraded cameras and video on the buses allow for review of incidents and verification of facts. The images are automatically downloaded to a server. MST follows up with the customer if that preference is indicated. Complaints are tracked by type in the monthly customer service update report and are separated between MST-generated complaints and other provider complaints. The number of valid complaints is also recorded, as are employee and service compliments received from riders.

General Administration and Management

MST's administration is governed by a Board of Directors comprising one representative from each member jurisdiction, including the County of Monterey. Each board member serves at the pleasure of the appointing member jurisdiction. Members are either elected officials or officers or employees of the appointing member jurisdiction. There are currently 13 board members. The Board convenes the second Monday of each month at 10:00 a.m. MST's administrative offices are at 19 Upper Ragsdale Drive in Monterey, located about a mile away from the Thomas D. Albert Operations and Maintenance facility.

The Board appoints the general manager/chief executive officer (CEO) to administer the operations of MST. Key executive level personnel serving under the direction of the general manager/CEO are the assistant general manager/deputy treasurer, COO, deputy COO, director of Human Resources & Risk Management, director of Planning & Innovation, and the director of Information Technology.

The long-time assistant general manager/COO retired at the end of August 2019 after having been with MST since 2003. The director of Planning and Marketing was promoted to the assistant general manager/COO position effective September 2019. MST's approach to succession planning involves identifying key staff members from within the organization who are moved into strategic positions in the agency. Project management training is offered to qualified prospects.

MST administrative staff make four to five advocacy trips to brief and update state and federal legislators and administrators in Sacramento and Washington, DC. The Finance Committee meets several times annually to develop a budget. The annual budgeting process commences in January and February. The Finance Department gathers information from the other departments. Operations, Information Technology, Marketing, and Maintenance provide supporting documentation toward the budget. In addition, payroll, contracts and capital projects are analyzed and compared to the forecasted revenue streams. Those revenues include state and federal grants, TDA, and sales tax projections.

Once the expenditures and revenues are identified, Finance meets with the executive leadership team and the procurement manager. The agency headcount is further reviewed by the department heads. The Finance Committee of the MST Board reviews the draft budget. This committee was dissolved in 2019 and the draft budget is now reviewed by the Administrative Committee and the Operations Performance Committee each May. The final budget is adopted after a public hearing at the June Board meeting. MST utilizes an Excel spreadsheet to compile and update the annual budget. Also, in discussion with finance personnel for the audit, the agency is evaluating options for procuring new accounting and asset management software to improve financial management and accounting practices since its current software program is antiquated. This would include integration with payroll and human resources platforms, among other functions.

MST embraces the use of key performance indicators to regularly evaluate the transit system. For each board meeting, a monthly report is compiled using dashboard-type statistics and graphs to compare historical and current performance data against goals and minimum standards. These monthly performance statistics are created for the Transportation, Maintenance, and Administration departments and are divided between fixed route and MST RIDES performance. More detailed descriptions and data for each department are included in attachments to the dashboard report. At the end of each fiscal year, MST reports the status of its achievement of performance goals. MST staff review performance in all of its relevant performance area indicators—safety, service, reliability, and finance—and work toward operating within acceptable performance parameters.

The key performance indicators represent outputs and results from MST's adoption of seven strategic goals that follow its mission, guide growth, and improve service delivery over a three-year period:

1. To develop adequate and stable long-term revenues.
2. To provide quality transit and mobility management services.
3. To implement board protocols and best practices to achieve effective and efficient board operations and board meeting management.
4. To research, implement, and promote policies and practices that encourage environmental sustainability and resource conservation.

5. To educate the public on MST services through promotion, communication, and advocacy.
6. To actively promote organizational values to maintain high-quality relationships with MST employees, contractors, vendors, and community stakeholders.
7. To attain industry leadership for like-sized agencies within California and the United States.

These strategic goals are included in MST's Annual Report and budget and were updated in the FY 2018–2020 Strategic Goals and Objectives. Each goal includes indicators of success to measure the success of tactics in accomplishing the objectives and realizing the desired outcomes. A review of MST strengths, weaknesses, opportunities and challenges (SWOC) revealed several important facts.

The challenges cited include traffic congestion and demands for increased access to public transportation for persons of low income, seniors, and persons with disabilities in Monterey County. In addition, the lack of adequate facilities, an aging fleet and difficulty recruiting qualified employees continue to limit the ability of MST to grow its service to meet community needs.

Nevertheless, the SWOC analysis also revealed that MST's image in the community and long-term growing ridership, as well as its employees and management team, continue to be strong. MST's ability to creatively generate revenue from outside of traditional sources through a variety of private and public partnerships continues to be an organizational strength.

In October 2018, MST received the Federal Transit Administrator's Award for Outstanding Public Service in recognition of MST's superior contribution to "providing access to education and healthcare, improving efficiency through innovative practices and supporting coordinated planning efforts in rural communities."

The agency's most recent FTA triennial review took place just after the audit period. The scoping meeting was conducted on June 12, 2019, with site visits on September 23-24, 2019. The final report was completed November 13, 2019. The triennial review covered 21 compliance areas. No deficiencies were found with the FTA requirements in 18 areas. Deficiencies were found in the areas of Maintenance, Disadvantaged Business Enterprise (DBE), and Equal Employment Opportunity (EEO). Under Maintenance: late facility/equipment preventive maintenance reporting (there was insufficient data to determine whether facility maintenance was conducted on time due to incomplete maintenance records). Under DBE: small business element not implemented; insufficient documentation of monitoring DBE compliance of contractors and/or subcontractors; insufficient documentation of monitoring DBE work; and recipient is not ensuring prompt payment. Under EEO: employment practices analyses deficiencies. MST responded to all deficiencies, which were closed out. MST's EEO policy was updated, which included the implementation of an employment practices chart and updated self-identification forms.

Grants Management

MST relies on a variety of state and federal grants and other funding mechanisms to support its transit system. Programs such as the TDA and the FTA urbanized and rural area grants allocate

funds annually by formula, while others such as the Monterey Bay Air Resources District’s AB 2766 Motor Vehicle Emissions Reduction Program and Caltrans discretionary planning grants are competitively awarded based on merit. MST has seen an increase LCTOP funding during the audit period as well as in FTA Section 5339 funding toward the purchase of new vehicles and the construction of the South County Maintenance Facility in King City.

MST’s grants analyst procures and manages grants utilized by the district, while a compliance analyst ensures all regulatory requirements are met. During the audit period, MST terminated its subscription to eCivus, an online grant research database and management tool. The analyst and the assistant general manager for Finance & Administration meet weekly to review the status of grant procurements and drawdowns. The analyst also reports to MST’s executive leadership team and meets with them quarterly. MST will request a debrief with FTA in the event grants are not awarded. Grants are tracked on an Excel spreadsheet that is categorized according to grant type, contract number, FTA grant description, budget, and the period of eligible expenses from start to finish. Table V-6 provides a snapshot summary of MST’s recent grant activity.

**Table V-6
MST Grant Summary**

	Class	Type	Project	Budget Federal/State	Start	End	Type
1	5307	JARC transfer to 5307	RIDES software	\$400,000	10/1/2012	12/31/2018	Capital
2	5307	Urbanized Transit	Operating Assistance	\$8,805,000	7/1/2019	6/30/2020	Operations
3	5310	Elderly & Persons with Disabilities	14 RIDES buses	\$980,000	5/1/2018	5/1/2028	Capital
4	5339	Bus & Bus Facilities	King City Maintenance Facility	\$4,280,512	10/12/2016	12/30/2019	Capital
5	5339	Bus & Bus Facilities	Trolleybus Replacements	\$1,444,004	7/15/2017	12/20/2020	Capital
6	5311(f)	Intercity	Lines 82, 84, 85, 86	\$992,899	7/1/2019	6/30/2020	Operations
7	AB2766	MBUAPCD	1 Electric Bus	\$400,000	12/20/2018	12/30/2020	Capital
8	Cap & Trade	LCTOP	\$507,914 toward an electric bus	\$507,914	7/1/2018	6/30/2021	Capital
9	Cap & Trade	LCTOP	\$65,441	\$65,441	7/1/2019	6/30/2023	Capital
10	Cap & Trade	LCTOP	Mobile Fare Payment System	\$400,000	7/1/2019	6/30/2021	Capital
11	Cap & Trade	LCTOP	Free Fares on Lines 41, 42, 44, 45, 49 (July 2019 to June 2020)	\$500,000	7/1/2019	6/30/2020	Operations
12	Cap & Trade	LCTOP	600 summer youth passes (Summer 2020)	\$22,800	7/1/2019	12/31/2020	Operations

	Class	Type	Project	Budget Federal/State	Start	End	Type
13	Cap & Trade	LCTOP	Free Fares for Hartnell Students	\$100,000	7/1/2019	12/31/2020	Operations
14	Prop 1B	PTMISEA	South County Maintenance Facility	\$1,000,000	6/17/2015	3/31/2019	Capital
15	SB 1	State of Good Repair	Bus Replacements	\$772,263	7/1/2018	7/1/2022	Capital
16	SB 1	Local Partnership Programs	Bus Replacements	\$241,000	n/a	6/30/2022	Capital
17	SB 1	Local Partnership Programs	King City Facility	\$242,000	10/18/2018	6/30/2022	Capital
18	SB 1	Local Partnership Programs	Environmental for BRT Phase 2	\$100,000	n/a	6/30/2021	Operations
19	5307	CARES Act	CARES Act Funding – Operations, Rolling Stock Replacements & Preventative Maintenance	\$25,065,993	3/1/2020	TBD	Operations
20	5311	CARES Act	CARES Act Funding – Operating Assistance Line 23	\$691,355	3/1/2020	TBD	Operations
21	5311(f)	CARES Act	CARES Act Funding – Operating Assistance Lines 82, 84, 85, 86	\$689,806	3/1/2020	TBD	Operations
22	AB 2766	MBUAPCD	1 Electric Bus	\$400,000	12/1/2019	4/30/2022	Capital

Source: MST

Capital grants awarded have been allocated toward vehicle procurement, facilities rehabilitation and expansion, BRT infrastructure, video cameras, and information technology system upgrades. Operational grant awards have been allocated toward new service expansion, mobility management, senior taxi vouchers, travel training, and transit studies. The MST Board adopted a financing plan that will replace up to seven vehicles per year that have met or exceeded their useful lives based on federal transit asset management rules.

Funding for the \$22 million Thomas D. Albert Operations and Maintenance Facility expansion was derived from State of California Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account Program, from the Transit and Intercity Rail Capital Program, and from local funds. MST works closely with TAMC in identifying and securing grants. TAMC will provide support letters and partner with MST on grant application submittals.

LCTOP has been allocated to MST for service expansion, free fares on the weekend in East Salinas, and 600 youth passes for youth living in disadvantaged communities.

In August 2018, the TAMC Board adopted a resolution authorizing federal funding for MST under the FTA Section 5311(f) Intercity Bus Program administered through Caltrans. The resolution was in support of a grant to fund MST's operating expense to continue service connecting Fort Hunter Liggett with Salinas, Soledad with Paso Robles, and Fort Hunter Liggett to Templeton, and continue service between King City and San Jose. MST requested \$835,288 in funding from this program to support service on four intercity commuter lines for federal FY 2018.

Expenditures are tracked and managed through the Navision financial software suite. In the Navision software program, the AwardVision module tracks grants, monitors drawdowns, and issues purchase order numbers and invoices. The grant analyst assigns a grant code in addition to a project code. Coding is required on all purchase orders and invoices. The general manager's signing authority is up to \$25,000. Any amount exceeding \$25,000 requires Board authorization.

Section VI

Findings

The following summarizes the findings obtained from this triennial audit covering fiscal years 2017 through 2019. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance requirements pertaining to MST, the operator fully complied with all nine applicable requirements. Two compliance requirements did not apply to the operator (i.e., exclusive urbanized and rural farebox recovery ratios).
2. MST is subject to a 15 percent system-wide farebox standard pursuant to rules and regulations adopted by TAMC through resolution. During the audit period, MST exceeded the standard and attained a system-wide ratio of 28.39 percent in FY 2017, 23.96 percent in FY 2018, and 18.22 percent in FY 2019. The average farebox ratio during the period was 23.52 percent.
3. Both MST and its contract operator, MV Transportation, participate in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. The operating budgets for MST exhibited modest fluctuations during the audit period and did not increase by more than 15 percent over the prior year. The FY 2017 operating budget increased 6.7 percent, followed by increases of 6.8 percent and 6.5 percent in FY 2018 and FY 2019, respectively. The passage of Measure Q, a new dedicated sales tax for MST, added to the budget revenues. The budget is divided by two service centers: fixed-route bus and public paratransit services. Each service center is balanced in terms of revenues and costs. MST also created a reserve account with a target 15 percent of total expenses that is funded.
5. MST implemented two of the three prior audit recommendations. The two recommendations implemented involve the application of the STA operating qualifying criteria standard and addressing the level of no-shows and cancellations on MST RIDES. The recommendation regarding the inclusion of the audited farebox recovery calculation in the annual financial statements was not implemented and is being carried forward in this audit for implementation.
6. Operating cost per passenger, an indicator of cost effectiveness, increased by 31.4 percent system-wide for MST. Cost per passenger increased by a comparable 31 percent on fixed route whereas on MST RIDES, cost per passenger decreased 19 percent. The trends for this indicator reflect the higher growth in operating costs compared to slight decrease in ridership on fixed route. For MST RIDES, the growth in ridership exceeded that for operating costs.

7. Operating cost per hour, an indicator of cost efficiency, increased by 20.6 percent for MST system-wide from the FY 2016 base year to FY 2019, as fixed-route operating cost per hour increased 27.1 percent and MST RIDES cost per hour increased by 6.7 percent. Operating costs for fixed route increased 30.4 percent whereas vehicle service hours increased by a lower 2.6 percent. For MST RIDES, these variables both increased for a few years, with revenue hours decreasing 16.3 percent in FY 2019.
8. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, decreased 8.3 percent system-wide from the FY 2016 base year to FY 2019. This included a 3 percent decline on fixed route from 15.3 passengers per hour to 14.8 passengers per hours, whereas on MST RIDES, this indicator increased 31.6 percent from 1.9 to 2.5 passengers per hour.
9. MST completed the expansion of the Thomas D. Albert Operations and Maintenance Facility in Monterey in June 2018. The facility was expanded to 33,000 square feet and designed to accommodate 88 buses. The \$22 million expansion took about 15 months to complete and is dedicated to MST's first general manager, Thomas D. Albert.
10. The MST RealTime app was implemented in July 2017 whereby riders can access data in real time via text, phone, the Transit App, and Google Maps. Buses are equipped with a GPS device that communicates with MST's vehicle tracking system where the bus is located. MST installed automated passenger counters (APC) on 111 fixed-route and On-Call buses in 2019 to support National Transit Database requirements. The infrared APC sensors note where riders board and disembark, presenting an accurate, system-wide picture of transit use.
11. MST implemented Zonar in 2018, which utilizes Electronic Vehicle Inspection Report technology for daily pre- and post-trip inspections transmitted via cellular signal into a database. Radio-frequency identification tags are placed on the vehicle in critical inspection areas or zones.
12. MST adopted the Integrated Marketing and Communications Plan for 2019-2021 in June 2019. The plan outlines clear strategies and tactics designed to help meet organizational marketing and communication objectives in order to build awareness and ridership.
13. The long-time assistant general manager/COO retired at the end of August 2019 after having been with MST since 2003. The director of Planning and Marketing was promoted to the assistant general manager/COO position effective September 2019. MST's approach to succession planning involves identifying key staff members from within the organization who are moved into strategic positions in the agency. Project management training is offered to qualified prospects.

Recommendations

1. Include the calculation of farebox recovery in the Comprehensive Annual Financial Report.

This recommendation is being carried over from the prior audit for implementation. An audited farebox recovery calculation showing revenue and cost inputs is typically included in the financial statements of the transit operator. MST's Comprehensive Annual Financial Reports (CAFR) prepared during the audit period do not contain a calculation of farebox recovery. Rather, the CAFRs only include a statement about farebox recovery. Through State Senate Bill 508, specific adjustments could be made to the transit farebox ratio, including the inclusion of local support revenues, exclusions of certain operating costs, and exemptions for new services. Given that the TAMC-adopted farebox ratio for MST is system-wide, the audited farebox calculation should be derived for the entire service, while farebox recovery by mode (fixed route and dial-a-ride) can also be determined and included in the financial audit, which provides key performance measures of the agency. The audited farebox ratio provides an official performance standard which MST is required to meet and provides TAMC a consistent source document to verify MST's eligibility for TDA funds. It also provides a check of consistency with audited financial data to complete the State Controller Operator Financial Transactions Report.

2. Consider procurement and implementation of enterprise asset management software.

MST has been proactive in the implementation of several technological upgrades during the audit period. These upgrades have included the MST RealTime App, APCs on its fleet of vehicles, and Remix transit planning software. Recently, the agency implemented a six-month pilot program in partnership with Caltrans and Visa Credit Card for contactless payment. However, certain internal administrative processes have not been upgraded. For instance, the annual budget is compiled utilizing an Excel spreadsheet. The agency indicated it is evaluating options to upgrade the accounting software since the current software program is antiquated. Given the management of more complex capital projects such as the proposed South County maintenance facility and the revenues generated by Measure Q, an integrated accounting and asset management system would enable MST to better manage budgets and resources. While such programs are relatively costly to implement and maintain including training needs, updated systems are meant to integrate with other related functions such as payroll, human resources, and agency assets, and provide benefits over the longer term such as more efficient processes, internal controls, and improved monitoring and oversight, potentially leading to cost savings in personnel time and resources.

Appendix – MST Fixed Route Services

**Table A
MST Fixed Route Services**

Route Number	Description	Key Destinations/Timepoints
JAZZ	BRT Aquarium-Sand City (A-B Lines)	<ul style="list-style-type: none"> ▪ Sand City Station ▪ Monterey Transit Plaza ▪ Aquarium (Form & Irving)
1	Asilomar - Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Tyler & Franklin ▪ Aquarium-Foam & Irving ▪ Pacific Grove-Lighthouse & Fountain ▪ Asilomar & Sinex ▪ Pacific Grove Golf Course
2	Pacific Grove - Carmel	<ul style="list-style-type: none"> ▪ Carmel 6th & Mission ▪ Del Monte Center ▪ Monterey Transit Plaza ▪ Aquarium-Foam & Irving ▪ Pacific Grove-Forest & Forest Hill ▪ Pacific Grove-Lighthouse & Fountain
3	CHOMP - Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Franklin & High ▪ Via Gayuba & Via Paraiso ▪ CHOMP
4	Carmel – Carmel Rancho	<ul style="list-style-type: none"> ▪ Carmel Rancho ▪ Crossroads Shopping Center ▪ Santa Lucia & Monte Verde ▪ Carmel – 6th & Mission
7	Del Rey Oaks - Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Glenwood Circle ▪ Monterey Regional Airport ▪ CTB McGraw Hill ▪ Del Rey Oaks-Via Verde & Canyon Del Rey
8	Ryan Ranch - Sand City <i>via Seaside & Del Rey Oaks</i>	<ul style="list-style-type: none"> ▪ Sand City Station ▪ Seaside-Broadway & Noche Buena ▪ Seaside-Kimball & Noche Buena ▪ Del Rey Oaks-Via Verde & Canyon Del Rey ▪ CTB McGraw Hill ▪ Ryan Ranch Upper Ragsdale & Lower Ragsdale
11	Carmel - Sand City	<ul style="list-style-type: none"> ▪ Sand City Station ▪ Yosemite & Ord Grove ▪ Broadway & Noche Buena ▪ Fremont & Francis ▪ Del Monte Center ▪ Carmel-6th & Mission

Route Number	Description	Key Destinations/Timepoints
12	The Dunes - NPS	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ NPS-Sloat & 9th Street ▪ Broadway & Noche Buena ▪ Fitch Park-Ardenes & Aachen ▪ Fitch Park-Ardenes & Hatten ▪ DOD Annex-Gigling & 6th ▪ CSUMB Alumni & Visitor's Center ▪ The Dunes Shopping Center
14	La Mesa - NPS	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ NPS-Sloat Avenue & 9th ▪ La Mesa-Spruance & Fechteler ▪ La Mesa-Bergin & Ride Share
16	Marina - CSUMB	<ul style="list-style-type: none"> ▪ CSUMB Alumni & Visitor's Center ▪ Schoonover & White Court ▪ Abrams & Lexington ▪ Preston & Ready ▪ Marina Transit Exchange
18	Monterey - Marina	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Noumea & Luzon ▪ VA-DOD Clinic ▪ CSUMB Alumni & Visitor's Center ▪ Schoonover & White Court ▪ Imjin & 4th ▪ The Dunes Shopping Center
19	Del Monte Center - CSUMB <i>via East Campus</i>	<ul style="list-style-type: none"> ▪ Bunker Hill & Yorktown ▪ Schoonover & White Court ▪ CSUMB Alumni & Visitor's Center ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Del Monte Center Gate 1 ▪ Del Monte Center Gate 3
20	Salinas - Monterey <i>via Marina</i>	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Marina Transit Exchange ▪ Salinas Transit Center
21	Pebble Beach - Salinas <i>Express</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Marina Transit Center ▪ The Dunes Shopping Center ▪ Sand City Station ▪ Monterey Transit Plaza ▪ Monterey Conference Center ▪ Aquarium ▪ Inn at Spanish Bay ▪ Lodge at Pebble Beach

Route Number	Description	Key Destinations/Timepoints
22	Big Sur - Monterey	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Monterey Conference Center ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Carmel-6th & Mission ▪ Crossroads Shopping Center ▪ Point Lobos ▪ Andrew Molera State Park ▪ Big Sur River Inn ▪ Big Sur Nepenthe
23	Salinas - King City	<ul style="list-style-type: none"> ▪ Hartnell College ▪ Salinas Transit Center ▪ Chualar-Grant & South ▪ Gonzales Center ▪ Soledad-Front & San Vicente ▪ Soledad-Mission Shopping Center ▪ Greenfield-El Camino & Walnut ▪ King City-Mee Memorial ▪ King City-1st & Pearl
24	Monterey - Carmel Valley <i>Grapevine Express via Carmel</i>	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Del Monte Center Gate 3 ▪ Carmel-6th & Mission ▪ Crossroads Shopping Center ▪ Carmel Rancho ▪ Chateau Julien ▪ Mid Valley Center ▪ Rippling River
25	CSUMB - Salinas	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Abrams Road & Schoonover ▪ CSUMB Alumni & Visitor's Center
26	CSUMB - East Campus Express	<ul style="list-style-type: none"> ▪ CSUMB Alumni & Visitor's Center ▪ Manassas & Wilderness ▪ Bunker Hill & Yorktown
27	Watsonville - Marina	<ul style="list-style-type: none"> ▪ Marina Transit Exchange ▪ Moro Cojo-Esperanza & Vista de Tierra ▪ Castroville-Merritt & Union ▪ Moss Landing-Hwy 1 & Dolan Road ▪ Salinas Road Park & Ride ▪ Watsonville Transit Center
28	Watsonville - Salinas <i>via Castroville</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Castroville-Merritt & Union ▪ Moss Landing-Hwy 1 & Dolan Road ▪ Watsonville Transit Center

Route Number	Description	Key Destinations/Timepoints
29	Watsonville - Salinas <i>via Prunedale</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ N. Main & Laurel ▪ Northridge Mall ▪ Prunedale Park & Ride ▪ Prunetree Center ▪ Watsonville Transit Center
40	Spreckels - Alisal	<ul style="list-style-type: none"> ▪ Spreckels Crossing ▪ E. Alisal & Towt ▪ Williams & Bardin ▪ Sanborn & Boronda ▪ Natividad Medical Center ▪ Salinas Transit Center
41	Northridge - Salinas <i>via East Alisal</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ E. Alisal & Towt ▪ Natividad Medical Center ▪ Northridge Mall
42	Westridge - Alisal	<ul style="list-style-type: none"> ▪ Spreckels Crossing ▪ E. Alisal & Towt ▪ Williams & Bardin ▪ Natividad Medical Center ▪ Laurel & Main ▪ Westridge Shopping Center
44	Northridge - Salinas <i>via Westridge</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Post & Davis ▪ Westridge ▪ Northridge Mall
45	Northridge - Salinas <i>via East Market</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Sanborn & Market ▪ Sanborn & Del Monte ▪ Independence & Nantucket ▪ Boronda & San Juan Grande ▪ Northridge Mall
46	Natividad - Salinas	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Salinas Adult School ▪ Natividad Medical Center
47	Hartnell - Alisal Campus	<ul style="list-style-type: none"> ▪ Hartnell College Circle ▪ Salinas Transit Center ▪ Alisal & Towt ▪ Hartnell College Alisal Campus
48	Salinas - Salinas Airport Business Center	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ E. Alisal & Towt ▪ Salinas Airport Business Center
49	Salinas-Santa Rita <i>via Northridge</i>	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ N. Main & Laurel ▪ Northridge Mall ▪ Boronda & San Juan Grade

Route Number	Description	Key Destinations/Timepoints
55	Monterey-San Jose Express (Amtrak Thruway Bus)	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Prunedale Park & Ride ▪ Gilroy Caltrain Station ▪ San Jose Diridon Station
56	Salinas-Monterey via Hwy 68	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Monterey Regional Airport ▪ Ryan Ranch-Wilson & Ragsdale ▪ Hwy 68 & Laguna Seca ▪ Portola & Creekside ▪ Salinas Transit Center
61	Salinas – VA-DOD Clinic	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ SVMH ▪ South Main & Stephanie ▪ Preston & Ready ▪ Abrams & Andesite ▪ Integrated Health – 4th & Imjin ▪ VA-DOD Clinic
67	Presidio - Marina	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Private Bolio Gate ▪ Rifle Range Bldg 619 ▪ 2nd Avenue & The Dunes ▪ Reservation Beach
69	Presidio - Del Monte Center	<ul style="list-style-type: none"> ▪ Del Monte Center ▪ Del Monte Center Gate 3 ▪ Monterey Transit Plaza ▪ Private Bolio Gate ▪ Rifle Range Bldg 619 ▪ Price Fitness Center
70	Presidio - La Mesa	<ul style="list-style-type: none"> ▪ La Mesa-Bergin & Ride Share ▪ La Mesa-Spruance & Fechteler ▪ Glenwood Circle ▪ Pacific & Buena Vista ▪ Franklin Gate ▪ Private Bolio Gate ▪ Rifle Range Bldg 619 ▪ Price Fitness Center

Route Number	Description	Key Destinations/Timepoints
72	Presidio - N. Salinas	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Patton & 15th Infantry ▪ Reservation & Imjin ▪ Salinas Laurel & Main ▪ N. Main & Boronda ▪ N. Main & San Juan Grade
74	Presidio-Toro Park <i>via Schoonover Park</i>	<ul style="list-style-type: none"> ▪ Portola & Anza ▪ Portola & Creekside ▪ Preston & Ready ▪ Schoonover & White ▪ DOD Annex-Gigling & 6th ▪ Tyler & Franklin ▪ Franklin Gate ▪ Price Fitness Center
75	Presidio-Marshall Park	<ul style="list-style-type: none"> ▪ Marshall Park-Malmedy & Kalborn ▪ Fitch Park-Ardenes & Aachen ▪ Fitch Park-Ardenes & Hatten ▪ Stillwell Park-Monterey & Normandy ▪ Stillwell Park-Noumea & Luzon ▪ Hayes Park-Monterey & Buna ▪ Sand City Station ▪ Tyler & Franklin ▪ Franklin Gate ▪ Private Bolio Gate ▪ Rifle Range & Bldg 619 ▪ Price Fitness Center
76	Presidio-Stilwell Park <i>via Hayes Park</i>	<ul style="list-style-type: none"> ▪ Noumea & Luzon ▪ Monterey Road & Normandy ▪ Monterey Road & Buna ▪ Sand City Station ▪ Tyler & Franklin ▪ Franklin Gate ▪ Private Bolio Gate ▪ Rifle Range & Bldg 619 ▪ Price Fitness Center

Route Number	Description	Key Destinations/Timepoints
78	Presidio - Santa Cruz	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Patton Ave., 15th Infantry ▪ Tyler & Franklin ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Marina-Del Monte & Palm ▪ Castroville-Merritt & Union ▪ Salinas Road Park & Ride ▪ Aptos-Soquel Drive & State Park Drive ▪ Cabrillo College ▪ Dominican Hospital ▪ Santa Cruz Metro Center Lane 3
82	Fort Hunter Liggett-Salinas <i>Express</i>	<ul style="list-style-type: none"> ▪ Hwy 68 & Laureles Grade ▪ Salinas Transit Center ▪ Soledad-Mission Shopping Center ▪ Greenfield-Santa Lucia Square ▪ King City-1st & Pearl ▪ King City-Mee Memorial ▪ Fort Hunter Liggett-Infantry Road & HQ Bldg
84	King City - Paso Robles	<ul style="list-style-type: none"> ▪ Soledad Transit Center ▪ Soledad Mission Shopping Center ▪ Greenfield El Camino & Real Walnut ▪ King City Mee Memorial Hospital ▪ San Ardo Cattlemand & Main Street ▪ Paso Robles-Niblick & Woodland Plaza ▪ Paso Robles Transit Center
85	Fort Hunter Liggett-Templeton	<ul style="list-style-type: none"> ▪ Hwy 68 & Canyon Del Rey ▪ Soledad Mission Shopping Center ▪ Fort Hunter Liggett Infantry & HQ Bldg ▪ Camp Roberts ▪ San Miguel Mission & 14th St ▪ Paso Robles-Niblick & Woodland Plaza ▪ Paso Robles Transit Center ▪ Templeton Twin Cities Hospital ▪ Templeton Las Tablas Park & Ride
86	King City-San Jose/San Jose Airport (Amtrak Thruway Bus)	<ul style="list-style-type: none"> ▪ King City Mee Memorial Hospital ▪ Greenfield El Camino & Real Walnut ▪ Gonzalez Shopping Center ▪ Hwy 68 & Ragsdale ▪ Salinas Transit Center ▪ Prunedale Park & Ride ▪ Gilroy Caltrain Station ▪ San Jose Airport ▪ Diridon Station

Route Number	Description	Key Destinations/Timepoints
91	Sand City – Pacific Meadows	<ul style="list-style-type: none"> ▪ Del Mesa Carmel ▪ Pacific Meadows ▪ Carmel Rancho-Save Mart ▪ Crossroads Shopping Center ▪ Crossroads Safeway ▪ Carmel Foundation ▪ Carmel-6th & Mission ▪ CHOMP ▪ Del Monte Center ▪ Monterey Sports Center ▪ Monterey Transit Plaza ▪ Sand City Station
92	CHOMP – Pacific Meadows	<ul style="list-style-type: none"> ▪ Pacific Meadows ▪ Carmel Rancho-Save Mart ▪ Crossroads Shopping Center ▪ Crossroads Safeway ▪ Carmel Foundation ▪ Carmel-6th & Mission ▪ CHOMP
93	Ryan Ranch-Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Glenwood Circle ▪ Monterey Regional Airport ▪ Ryan Ranch Upper Ragsdale & Lower Ragsdale
94	Sand City-Carmel	<ul style="list-style-type: none"> ▪ Carmel Rancho ▪ Crossroads Shopping Center ▪ Santa Lucia & Monte Verde ▪ Carmel-6th & Mission ▪ CHOMP ▪ Del Monte Center ▪ Monterey Transit Plaza ▪ Euclid & Casanova ▪ Hilby & Wheeler ▪ Villa Del Monte ▪ Sand City Station
95	Williams Ranch-Northridge Senior Shuttle	<ul style="list-style-type: none"> ▪ Northridge Mall ▪ Regency Circle ▪ N. Main & Laurel ▪ Salinas Transit Center ▪ SVMH ▪ Blanco Circle ▪ Williams & E. Alisal ▪ Mesquite & Tumbleweed

Route Number	Description	Key Destinations/Timepoints
Presidio	Presidio Shuttle	<ul style="list-style-type: none"> ▪ Patton Avenue & 15th Infantry ▪ Rifle Range & Bldg 619 ▪ Price Fitness Center
MST On Call	MST On Call Marina	<ul style="list-style-type: none"> ▪ Marina Neighborhoods
MST On Call	MST On Call South County	<ul style="list-style-type: none"> ▪ Gonzales ▪ Greenfield ▪ King City ▪ Soledad
Trolley	MST Trolley Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Downtown Parking Garage ▪ Pacific & Del Monte ▪ Fisherman’s Wharf ▪ Cannery Row ▪ Monterey Bay Aquarium
Special Service	Del Rey Oaks-Sand City/Monterey	<ul style="list-style-type: none"> ▪ Canyon Del Rey & Del Rey Gardens ▪ Sand City Station ▪ Tyler & Franklin

Source: MST, June 29, 2019